

# PROCESS DEFINITION FOR INNOVATION IN TRADE FAIRS

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## **ABSTRACT**

A trade fair is an exhibition that allows companies to present their products to potential customers, interact with customers, conduct market research including gathering information on competitors. Trade fairs help companies and businesses to develop their marketing strategy and to innovate both their products and processes. Yet there has been little academic research on this. The aim of this thesis is to formulate a theoretical model of how trade fairs act as a medium to create innovation. Specifically academic literature will be reviewed to tease out the main constructs and identify the factors which can be utilised to generate innovation. To measure, understand how these factors interact and verify the constructs of the theoretical model, data was collected from participants at four major trade fairs held in spring 2012 at Munich, Germany. The data was collected from visitors and exhibitors by an online questionnaire. The questionnaire was developed from the literature and discussion with experts in trade fair organisation and piloted in January 2012. 1,921 visitors and exhibitors completed an online questionnaire and this represented 2.6% of clients on the database of a trade fair management company. The data was analysed using descriptive univariate and multivariate methods. This revealed several antecedents of innovation; these were number and quality of contacts, strength of relationships, degree of social networking and the ability to acquire innovation. The nature of the interaction between these variables and how they contribute to innovation was revealed by using a path modelling approach. The path model also revealed how the future success of visitors and exhibitor companies is affected by directly by innovation and indirectly by the dimensions of acquiring knowledge, social networking, creating contacts and relationship building. From this a business model was created which allowed those organising trade fairs to optimise the underlying dimensions to enhance the generation of innovation and the contribution to business success. As business becomes more global and competitive this insight into the operation of trade fairs is a major contribution to allow business to be sustainable and to grow. The work presented in this thesis is an important contribution to academic knowledge by helping to explain how intangible dimensions such as contact, relationship building and social networking can be measured, modelled and related to the process of innovation and in turn to business survival and growth.

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I want to dedicate this research to my grandmother – you have been a constant inspiration – and the Alps, to which I can finally find the time to return to.

## **DECLARATION**

I declare that this Doctorate of Philosophy thesis is my own work and that all critical and other sources (literary and electronic) have been properly acknowledged, as and when they occur in the body of the text.

Signed:

Date: February 20<sup>th</sup>, 2013

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# **1. INTRODUCTION**

## **1.1. OVERARCHING GOAL**

The overarching goal of this thesis is to develop a model for gauging the maturity and thus the potential of any given trade fair. The model will be based on a theoretic and empirically proven framework to assess the state of trade fairs while also charting prospective growth factors determined by trade fair professionals that participate in this study.

The study was conducted in cooperation with one of the largest trade fair organisations in the world. Its results are targeted at trade fair organisations, but also ordinary trade fair participants who are faced with the difficulty of making a decision about trade fair participation. Since trade fairs usually represent a large investment for both organisers as well as exhibitors, it is of the utmost importance to estimate and maximise the return of investment. By developing common trade fair success factors and packaging them in an easily applied maturity model, it is possible to provide all involved parties with the necessary guidance to increase their gain from trade fair participation. The largest beneficiary from the study will be international trade fair organisations, as they will gain access to a toolset that allows them to adapt their trade fair offerings to the requirements of a socially integrated, network-oriented business community. The end-result of this thesis will be a process for anticipating and guiding the process of generating innovation in trade fair environments. In the following section the background and justification for the research is presented.

## **1.2. JUSTIFICATION**

Since their inception, modern trade fairs have been seen as a tool for conducting sales transactions. Selling and adjacent activities are still portrayed as the main purpose of trade fairs in trade fair research, which focuses on analysing the demonstration of products, the conduct of market research and the steps leading up to a purchasing decision. However, trade fairs are far more versatile – they deliver important information to visitors and exhibitors alike and foster interaction between trade fair attenders.

**Figure 1.1 The trade fair roadmap approach: knowledge innovation over the last twenty years**

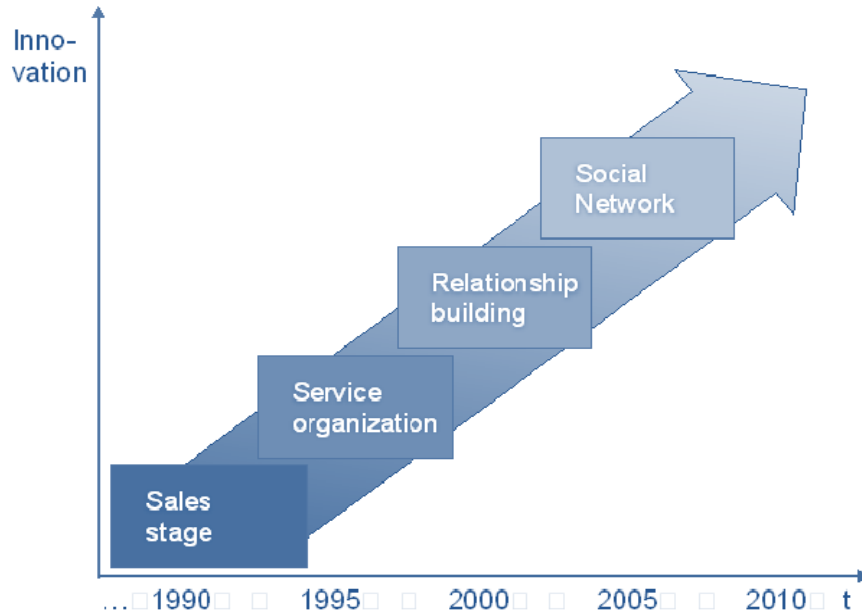


Figure 1.1 shows the perceived growth of trade fair knowledge over recent decades. Whereas the sales dimension of trade fairs has always been self-evident, more recent developments like service aspects, relationship management and finally social network theory have begun to heavily influence trade fair research. However, no overarching concept has been presented that ties all of these aspects together into one central work, which can then be used by trade fair organisations and participants alike to optimise their offerings to increase their gain from any given trade fair.

The first focus of trade fair research was the analysis and optimisation of *sales performance* within a trade fair environment, which was defining for trade fair research until the middle of the 1990s. The trade fair research community tried to optimise firms' trade fair performance by increasing sales and lead acquisition quota.

The advent of service management brought about the characterisation of the trade fair as a *service organisation*. Researchers began to analyse trade fair participants, as well as timing and location aspects to discover the best way to deliver the newly understood trade fair service to trade fair attendees.

Due to the prevalence of customer relationship management in business as well as in research and the accompanying paradigm shift from the actual service to the service's providers and recipients, *the relationship perspective* of trade fairs became a main focus of research. During the last decade, trade fair scholars redefined the purpose of trade fairs by discovering and analysing the way trade fairs create and foster relationships, as well as the benefits that arise from long-lasting inter-firm and inter-personal relations.

Since relationships evidently become more and more important in a trade fair context, the logical next stage for trade fair research should be a focus on *social networks*. This perspective was not yet defined in trade fair literature, although it has been exhaustively discussed in social and behavioural sciences. However, it will be shown that trade fairs are social networks and have to be managed accordingly.

Each of these aspects has a different impact on the innovation generated from trade fairs. After the applicability of social networking theory on trade fairs has been shown, one can begin to adapt the numerous approaches towards supporting innovative behaviour in social networks to the generic trade fair organisation. This will lead to a process definition of future innovation in trade fairs and thus fulfil the purpose of this work.

One also has to note that trade fair research is a subject which is only rarely discussed in business administration literature. Most of the cited works are from the 1990s, some are even older. This trend is due to the limited amount of attention trade fairs receive in the scientific community: research areas like trade fair performance measurement, visitor-exhibitor relations and information gathering objectives have hardly changed since and are seldom influenced by the advent of new technologies. The inclusion of new ideas like social networking theory did, however, offer the possibility of relying on fairly recent research, which also lead to the discoveries made in the last section of the literature review.

### **1.3. AIMS AND OBJECTIVES**

The initial spark for choosing this topic was the rise in awareness of social configurations in a business context. While network connections have always been tended to in an informal sense, recent years have seen a sudden need among business people to better understand and track their relationships, be it through online social networks or dis-

tributed customer relationship management systems. The value and importance of social capital has never been of more importance. But where is social capital generated? Is not a trade fair one of the most prominent places for meeting and interacting with potential candidates for the expansion of one's own social network? This leads to the overarching research question:

*How does one measure and foster innovation in the trade fair setting?*

Before this overarching research question can be answered, a series of supporting questions have to be considered. The first set concerns the nature of innovation in a trade fair setting and how it is formed. To foster innovation in a trade fair setting, its existence has to be proven, and the contributing factors have to be considered.

*Does innovation exist in a trade fair setting, and if so, by which process can it be supported?*

One contributor to innovation is collaboration. Collaboration is the process of working together to achieve a common goal. This leads to the next question:

*Do trade fair professionals collaborate in the trade fair setting, and how can they be encouraged to collaborate?*

The prerequisite to collaboration is a social connection. As one of the common definitions of trade fairs describes them as a gathering of industry professionals, the existence of social connections seems to be a given. In order to increase collaboration and thus innovation, one will, however, need to foster the creation of these connections between the most suitable contacts:

*How can trade fair organisations and trade fair professionals enforce the creation of meaningful relationships in a trade fair environment?*

However, before relationships can be created, one first needs to define what constitutes a "meaningful" relationship within a trade fair environment. The next question ties into the current state of trade fair research, which still restricts relationships in the trade fair environment to being the basis for sales transactions:

*Which relationships exist in the trade fair environment, and what is their purpose?*

After all of these questions have been answered, a tangible result for trade fair organisations and trade fair professionals alike needs to be generated that can be employed to leverage the full trade fair potential with regards to social connections, collaboration and innovation.

It feels as if there are striking differences between the perception researchers have of today's trade fairs and the way trade fair professionals experience them. A cursory glance at most current trade fair literature shows a steady focus on selling and sales performance, whereas other areas such as service management or relationship development only rarely receive an in-depth scientific analysis. At the same time, trade fair organisations have introduced many new formats focusing on social interaction, group thinking and innovation. Networking events, academically inspired learning programmes and the exchange of ideas support these formats. Examples for these new kinds of trade fairs are industry events like Salesforce.com's dreamforce, which is the self-styled "Cloud Computing Industry Event of the Year" and offers a series of keynote speeches and workshops, or Apple's WWDC. These events have introduced the concept of the keynote speech to a broader audience. Consequently, their impact is rarely measured in revenue, but much rather in innovation, press coverage and the interest generated by new products. People seem to come to these events not to sell or buy, but much rather to increase their personal and professional horizon, foster new relationships and collaborate with other industry professionals to create "the next big thing".

The question remains as to whether this development conforms to the expectations of trade fair professionals. While attendance numbers and press coverage seem to confirm the popularity of congress fairs that are oriented towards knowledge sharing, no actual research on this topic has been done. The concrete process, which describes how trade fair organisations are supposed to design their trade fairs in order to appeal to their core demographic, is missing. The purpose of this work is thus to analyse the history of the trade fair of the last decades, chart recent developments and the rise and nature of social networking, to formulate the concept that best describes the trade fair of the future and to develop a process that guides trade fair organisations into his new age of integrated trade fairs.

In order to achieve a substantive concept, all available trade fair literature will be sampled and analysed. The combined and weighted knowledge from this sector will be enriched with work by authors from other fields that also apply to the trade fair environment (e.g. social network theory) in the literature review. Afterwards, a set of hypotheses will be formed that will be researched according to a defined research methodology. Research will be conducted through a mixed-method approach, sampling participants of some of the largest professional trade fairs in the world. The research results will be analysed and compared to the hypotheses, delivering a clear picture that either proves or refutes the hypotheses. The results from this research will then be used to fulfil some of the research aims and managerial objectives discussed in the following two sections.

The starting point for all research into trade fairs has to be the development of trade fairs over the last fifty years and the observed decline of the classical trade fair, which was oriented towards providing the best selling environment to attendees. To prove if the diminished importance of the sales aspect of trade fairs rings true, one has to undertake the following steps:

- Take an extensive look at current and past literature on the trade fair subject.
- Analyse social network research from its beginnings in the early 20<sup>th</sup> century to the current day.
- Discuss collaboration and innovation theory to see if it is also applicable to trade fair environments.
- Identify the gap between current trade fair literature and theories from research into social networks, collaboration and innovation.
- Develop a questionnaire targeted at trade fair professionals, which is geared towards filling the gap in the literature with insight from their day-to-day professional life.
- Investigate that if trade fair professionals concur that they conduct less and less sales activity at trade fairs, the sales dimension has diminished in importance.



As a lot of new research into the way we understand personal and professional relationships and the networks that stem from them has been written that expands on theories from the early 20<sup>th</sup> century. If trade fairs have indeed turned from sales platforms into collaborative communities, one can expect that social network theory can be applied to trade fair research as well.

These findings will then be converted into a questionnaire that will determine how trade fair professionals themselves perceive the trade fair environment. If a majority of trade fair exhibitors and visitors come to trade fairs seeking information and social connections, it is obvious that most trade fair organisations have to fundamentally overhaul their trade fair concepts. However, if visitors still seek their familiar selling environment and choose to ignore the possibilities social networks within trade fair environments offer them, it would be evident that any perceived change was just limited to a few highly specialized tech trade fairs.

Finally, this work will try to create a process framework that should allow trade fair organisations – small and large alike – to gauge the maturity of their trade fair offering with regard to the trade fair development stage it is at. They can then transfer their existing trade fair infrastructure to a new structure that mirrors the expectations of trade fair professionals as discovered through the questionnaire. For every trade fair development stage, metrics that analyse success in the trade fair environment have to be defined using established trade fair literature and experiences from operative trade fair management. These metrics can then be used to gauge the degree of trade fair maturity and point out the steps that will allow the trade fair organisation to progress to the next stage. A common example might be that surveyed trade fair professionals might request a certain amount of space to collaborate and exchange their thoughts. If a trade fair that has been identified to be only partially enabled for a full social networking and collaboration experience is lacking this facility, it should provide it in order to unlock the next stage of trade fair performance.

#### **1.4. RESEARCH STRUCTURE**

The research effort will be divided into six intertwined chapters:

- The first chapter has described the underlying motivation for conducting the study and the expected result.
- The second chapter will review existing literature from the areas of trade fair research, social network theory the nature of innovation. The chapter will end with a definition of the gap between existing trade fair research and the potential promised by research into social network theory.
- The third chapter will define the methodology underlying the research. This includes the hypotheses, data collection, analysis and interpretation. It will also outline the nature of the associated questionnaire, its target group, and describe the steps that led to the finalised set of questions.
- The fourth chapter will provide an in-depth analysis of the questionnaire results according to the research methodology defined in chapter three. It will structure the questionnaire responses alongside the hypotheses, and thus either prove or disprove the underlying research question.
- Chapter five will use the results from the previous chapter to formalise the aforementioned models and processes that can then be used by other researchers and industry professionals alike to gain additional insight into the nature and potential of any given trade fair.
- Finally the sixth chapter will summarise the thesis and reflect back on the aims and questions defined in chapter one. It will also consider the limitations of the research effort and offer new areas that can be used to expand the research at hand.

The following chapter will start with a look at literature from the first stage of trade fair research, namely the still predominant sales dimension.

## **2. LITERATURE REVIEW**

### **2.1. INTRODUCTION TO THE LITERATURE REVIEW**

The basic premise behind the literature review chapter is the definition of the gap between contemporary trade fair research and the potential discussed in works from other scientific areas like social network research and innovation theory. The most glaring issue with current trade fair literature is its age – the most prominent authors were active before the millennium. Consequently, most of the trade fair research discussed in this chapter stems from the 1990s or an even earlier era. Still, the findings made by these authors still holds valid today: Who would, for example, contest that the role a trade fair attendee holds within his firm directly affects his behaviour at the fair (Bello, 1992)?

This lack of recent trade fair research is bridged by including a series of works on related areas into the literature review, starting with the very early foundations of social network theory, and ending with the most recent insights into collaborative behaviour. Whereas scientific interest in trade fairs has almost faded into oblivion, these areas are flourishing, with new and valuable insights being developed on a regular basis. It is a shame to see a multi-billion dollar opportunity being neglected in business research. However, there is certainly a lot of potential for enhancing existing research by discovering the aforementioned gap between the most recent state of trade fair research and new findings from trending research topics, and bridging the gap with a large-scale study aimed at trade fair professionals.

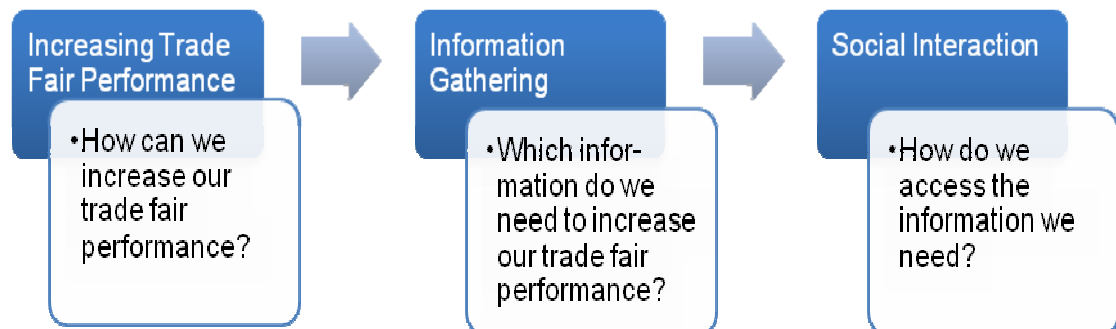
### **2.2. TRADE FAIRS AS A SALES TOOL**

#### **2.2.1. CHARACTERISING THE TRADE FAIR OF THE LAST CENTURY**

The 90s saw a drastic increase in the number of trade fairs and the amount of money firms allocated to their trade fair budgets. However, it was also discovered that firms have nevertheless been frequently dissatisfied with their success at trade fairs (Bello & Lohtia, 1993). Researchers consequently focused on increasing the sales quota in conjunction with trade fairs as a high number of sales was commonly associated with trade fair success (Kerin & Cron, 1987). Both personnel and trade fair processes were oriented towards closing deals by any means necessary which was also reflected in the

results companies expected from trade fair participation (Tanner & Chonko, 1995). The following chapter will analyse the research done by trade fair scholars on the sales perspective of trade fairs and determine if it is still applicable today.

**Figure 2.1 Understanding Trade Fair Research**



To identify the gaps in modern trade fair research, the research directions of the past have to be identified. The guidelines for increasing trade fair performance, which had been developed in trade fair research are outlined in the following section. The next research area information gathering has subsequently been identified as a stepping stone on the way from increasing trade fair performance to the last dimension of social interaction, and this has slowly been adopted by trade fair scholars. Shown in Figure 2.1 are the subject areas on the way to the understanding of trade fair research. This forms the underpinning of this thesis alongside the research questions that arise.

There are a wide variety of trade fairs. In marketing research literature before 1994 these were classified as local trade fairs, regional trade fairs, national trade fairs and international trade fairs (Cecchella, Sbrana, & Varaldo, 1989), although no clear definition for each of these terms has been given. Seringhaus and Rosson reclassify trade fairs by their target market, the products which are shown, and the attendee composition and thus create a common dictionary to describe and analyse trade fairs that is used in other research as well (Seringhaus & Rosson, 1994).

This is visualised in Table 2.1.

**Table 2.1 Trade fair typology acc. to Seringhaus and Rosson (1994)**

Target market	Trade fair type	Product differentiation	Supply side	Demand side
<b>World</b>	Global / international	Global products / solutions	Global	Global
<b>Continental</b>	Global / international	Continental products / solutions	Global	Continental
<b>National</b>	National	Differentiated national products / specific solutions for the national market	Continental	National
<b>Regional</b>	Regional	Differentiated national products / specific solutions for the regional market	National	National

It is also noted that although established trade fair literature focuses on industrial trade shows, trade fairs are actually used by buyers and sellers from almost all sectors and providers of virtually all services. While industry sectors prefer vertical trade fairs due to the greater possibility of acquiring valid leads and higher efficiency of business transactions, horizontal trade fairs are also covered in trade fair research. Most of the existing trade fair literature examines trade fairs from the perspective of the exhibitor (Witt & Rao, 1989; Seringhaus & Rosson, 1991), while the number of visiting attendees with purchasing power determines trade fair success (Seringhaus & Rosson, 1994). Dudley (1990) established that – even though it had been discovered that American trade fairs differ from their counterparts from other nations, meaning that some points cannot be transferred from an American setting to for example a European setting – most of trade fair research is universally applicable. Finally the transition to the European Union has considerably increased competition between international trade fair organisations in Europe as the opening of the national markets opens a far wider array of possible trade fair attendance choices for buyers and sellers alike (Seringhaus & Rosson, 1994).

### **2.2.2. COMMON OBJECTIVES AT TRADE FAIRS**

A prerequisite for tailoring trade fair offerings to the needs of trade fair professionals is a thorough understanding of their motivation at the trade fair. Most contemporary trade fair literature restricts these needs to selling and marketing goals, as evidenced in the following paragraphs.

The works of Seringhaus and Rosson are often cited when it comes to understanding and explaining attendee objectives at trade shows. Their central research focus rested on trade fair visitors who attend international trade fairs and how trade fair organisations could design their international trade fairs to appeal to as many visitors as possible to increase the number of exhibitors. The authors justified their research focus by the little attention trade fairs had received in analytical marketing literature at the time of writing of their articles.

The goals for sales at trade fairs do not stray too far from the goals commonly assigned to sales and marketing organisations in firms (Carman, 1968). The main difference between selling at a trade fair and selling in general is the limited scope of the fair and the short time sales people have to close their deals, making optimal staffing all the more important (Chonko, Tanner & McKee, 1994). The following paragraphs shall give a short insight into the way researchers framed common goals in this early phase of trade fair research. Goals at trade fairs are comparable to the goals for sales and marketing organisations in other sales channels and are mostly oriented towards facilitating and closing deals.

A study devised by Tanner and Chonko (1995) targeted attendees at regional North American industrial trade shows. The responding attendees cited marketing goals as their third-most important set of goals for trade fair attendance. According to Bellizzi and Lipps (1984), as well as Bonoma (1983), the most important marketing goals at trade fairs were:

- Representing the firm.
- Raising awareness.
- Improving the firm's image.

Greipl and Singer (1980) add three more goals to this list:

- Introducing new products.
- Development and maintenance of contacts.
- Lead generation.

All of these goals can be summarised under the two over-arching marketing goals, which should be the basis for every trade fair attendance decision: Customer acquisition and retention (Blattberg & Dayton, 1996). The thesis that visitors have selling as well as non-selling objectives at trade fairs underlined the fact that visitors also attended trade fairs to create and care for relationships with their customers and suppliers, do market research, analyse their competition and improve their company image among others (Greipl & Singer, 1980; Bonoma, 1983; Rosson & Seringhaus, 1991). This variety of objectives also increases the difficulty of tracking the actual turnout of trade fair participation for a company (Bonoma, 1983).

As trade fairs offer a unique environment for presenting information to prospective customers, this is a logical conclusion (Blythe, 2002). Kerin and Cron (1987) even went so far as to suggest that a firm's non-attendance might harm its image as non-attendance could mean that a firm is in trouble.

Seringhaus and Rosson (1994) researched the number of companies who regularly relied on trade fairs as a promotional tool. Marketing research showed that the companies likely to participate in international trade fairs as exhibitors were industrial manufacturing (Greipl & Singer, 1980), large consumer good manufacturers with strong market (Faria & Dickinson, 1986) or companies, which sell complex industrial products (Lilien, 1983). Faria and Dickinson (1986) also did a study outlining the reasons companies have for partaking in international trade fairs. Firstly, firms are interested in the number of decision-makers among visitors as well as the number of visitors who are in the target market. Furthermore, the number of visitors who are interested in their exhibit is important, and this can be extrapolated from the position of the booth on the exhibition floor. Another important factor is the extent of the promotion done by the trade fair organisation, which also shows in the total audience numbers of previous years. All of

these factors were also covered by Berne and Garcia-Uceda (2008), who also included the market coverage of a trade fair in their trade fair evaluation criteria.

Firms gain a wide range of benefits from attending a trade fair, from easier entry into an export market (Reid, 1984) to a corresponding notably positive effect on export expansion (Denis & Depelteau, 1985). Trade fairs also allow for efficient intelligence gathering (Kleinschmidt & Ross, 1984), something, which has been explored in greater detail in later years. Firms are also offered possibilities for effective product marketing and self-promotion in foreign markets (Serinhaus, 1984), simple and effective customer contact (Serinhaus & Rosson, 1994) and a wide exposure for introducing new products as well as the opportunity to close direct sales (Rosson & Serinhaus, 1991), fulfilling the marketing goals postulated by Bellizzi and Lipps (1984).

When considering the introduction of new products in the evaluation of the role of trade fairs as a marketing tool, the budgetary planning has to be analysed. Unsurprisingly, the spending planned for a trade fair has to be highest when products are new and desired (Lilien, 1983) with less spending required for cash cows. Presenting a product at a trade fair often prompts competitors to significantly increase marketing effort after a trade show to transform the information gained into improving their own products and services (Rosson & Serinhaus, 1991).

Historically, trade fairs were viewed as a part of the communications mix of a firm and therefore had to be integrated within the communications and marketing goals of an exhibitor, which – in the case of customer relationship management – meant orienting them towards visitor expectations (Serinhaus & Rosson, 1994). As most visitors prepare systematically for their trade show visit and spend at least two thirds of their time following their prepared agenda (Rost, 1983; Fach und Wissen, 1992), understanding their requirements was considered vital for exhibitors wanting to end up on visitors' to-do lists (Bello, 1992; Serinhaus & Rosson, 1994). It is especially important to gain a competitive advantage by offering a more compelling exhibit compared to competitors at the same fair (Gopalakrishna & Williams, 1992). Nevertheless, exhibitors should also have been prepared for tending to unplanned visitors in order to project the best image of their firm (Serinhaus & Rosson, 1994). Finally, visitors prefer to see a well-balanced mix of engineers and sales consultants at an exhibitor's booth (Chonko, Tan-



ner & McGee, 1994), making staffing very important for customer relationship management – and, consequently, also for lead generation.

Lead generation was listed as the second most important objective in the study done by Tanner and Chonko (1995), coming second to direct selling. Lead gathering is seen as a more long-term approach to closing a deal than directly approaching a customer for a sale (Chapman, 1987). Since Bello (1992) analysed trade fair visitors and determined that not every visitor is a prospective lead, exhibitors have been forced to qualify leads at the show to avoid returning with cold leads from the trade fair, which is one of the worst fears of marketing professionals (Bello & Lohtia, 1993).

Consequently, many marketing professionals rely on a framework of performance indicators to score their trade fair participation. For example, they capture the number of visitors to the booth, generated leads and general booth reception to measure the success of their lead generation processes (Cavanaugh, 1976; Gopalakrishna & Lilien, 1995). Dekimpe, Francois, Goplakrishna, Lilien, and Van Den Bulte (1997) expanded this approach by showing that firms not only have to attract a large number of prospective leads to their booth but also have to focus on attracting their actual target groups. Instead of relying on attracting visitors from various stages of the buying process, firms should orient their booths towards attracting specific groups and train their booth professionals towards interaction with this specific type of buyer (Dekimpe et al., 1997). The authors also postulated a number of factors which have a positive effect on lead attraction, among which (1) booth size, (2) the number of sales personnel at the booth and (3) the image of the firm rank highest, a logical consequence of the marketing goals classified at the beginning of this section.

The research at hand shows that trade fair scholars in the 90s started to analyse trade fair visitors to offer exhibitors better ways of approaching leads and higher probabilities of closing deals, thus increasing sales performance. Consequently, trade fairs have not only been seen as a communication tool but also as sales events. Some exhibitors at certain types of trade fairs were even able to directly sell their products to customers, something that is only possible in certain industries. Industries with complex products or services have not been suitable for organizing and committing to a sales transaction at the trade show (Rost, 1983). Coming back to the research question underlying this

thesis, it is fairly evident that trade fair objectives are mostly approached from the point of sales, with lead generation and product presentation topping the scales. The next section will analyse another major topic from trade fair research, namely the nature of trade fair performance and how it can be increased.

### **2.2.3. INCREASING TRADE FAIR PERFORMANCE**

According to Bello (1992), as well as Rosson and Seringhaus (1995), improper planning and preparation is a major mistake, as research has shown that an invitation by a vendor can be a compelling incentive for a prospective buyer to attend a trade fair. Knowing and executing on the characteristics of a personally invited prospective buyer leads to greater success in the purchasing process. Consequently, most of trade fair literature is dedicated to discovering and consolidating measures that exhibitors can undertake to improve their performance at any given trade fair. This area is the first major theme of trade fair research and the prerequisite to many research directions that are all aimed at extending it.

The underlying motivation for increasing trade fair performance is the fact that exhibit managers in participating companies seem to fail at basic promotion goals due to the stress put on them by their organisations, as they are often responsible for multiple areas of exhibit management and have to coordinate more than one trade fair at once (Kerin & Cron, 1986). According to Rosson and Seringhaus (1995), acting on best practices is notably difficult with these preconditions, thus explaining why trade fair exhibitors seldom interact with attendees before the trade fair. Tanner & Chonko (1984), however, found that exhibitors staff their booths with sales managers who had previous customer contact. Nevertheless, both research groups also discovered that trade fairs were seldom organised and conducted with appropriate booth personnel, thus hampering firms' abilities to achieve their selling goals. To change this predicament, exhibitors – and not trade fair organisations – need to understand and fix these issues, consequently increasing their trade fair performance and achieving their selling goals (Lee & Kim, 2008).

Another study done by Gopalakrishna and Williams (1992) discovered that firms are able to generate more leads at trade fairs if they rely on vertical trade fairs, design an attractive booth and hire efficient booth personnel. Various other studies found that firms, which participate in specialized foreign trade fairs, fare better at trade fairs in

general (Greipl & Singer, 1980). Successful firms are also more committed to export business and have fewer communication difficulties due to personnel who are specially trained to close deals with foreign buyers (Bello & Barksdale, 1986a).

These findings can be consolidated into a list of actions that can positively influence trade fair performance:

- Exhibitors have to plan and prepare for a trade fair (Tanner & Chonko, 1984; Swandby et al., 1989; Rosson & Seringhaus, 1995; Tanner 1995).
- Exhibitors have to advertise their presence at the event with customers and prospects (Bello, 1992; Rosson & Seringhaus, 1995; Tanner, 1995, Dekimpe et al., 1997).
- Exhibitors have to properly train their booth personnel (Tanner & Chonko, 1984; Gopalakrishna & Lilien, 1995).
- Exhibitors need to choose the right trade fair for their needs (Greipl & Singer, 1980; Kerin & Cron, 1987; Gopalakrishna & Williams, 1992)

Especially for the last point, choosing the right trade fair, is very complicated and an issue for many firms (Rosson & Seringhaus, 1995). Attendance decisions are made some time in advance by most firms, from months at regional level to a year at international trade fairs. Firms also send only one attendee most of the time with the goal of gathering and sharing information – unless a purchase event comes up, which requires the attendance of multiple firm contacts (Hough, 1988).

Firms select their trade fairs through information received from trade fair organisers, industry associations, competitors, advertisements and press announcements. Information from trade fair organizers is more important for firms that have attended before, while firms, which are new to the trade fair, rely on information from competitors (Rosson & Seringhaus, 1995). At the time of writing, direct mail invitations were also considered very effective (Trade Show Bureau, 1989), with the most effective incentive for trade fair attendance of a firm being an invitation by an attending exhibitor. Hough (1988) also noted the extracurricular activities at the trade fair, such as seminars and programs, as well as exhibitor presence in industry publications, free registration and

promotion through the trade association. Another aspect that was not considered by Hough (1988) is the importance of a direct invitation by an exhibitor, which was shown to positively affect attendance decisions (Bello, 1992; Tanner, 1995, Dekimpe et al., 1997).

However, firms also have reasons not to attend trade shows. These reasons are mostly unrelated to the trade fair in question, being namely cost and time restrictions as well as the distance to the trade fair (Hough, 1988; Berne & Garcia, 2008). The Trade Show Bureau (1989) also discovered that bad experience at previous visits and under-qualified booth personnel, can act as deterrents, keeping a firm from attending a trade fair – and these are factors, which are not controlled by the trade fair organisation.

As a result of avoiding the effort of making an informed trade fair attendance decision, roughly one half of companies reported that they did not generate any sales at the trade show with 10% of all participants not being able to finance their trade fair participation through sales, as proven through a study conducted in Canada (Rosson & Seringhaus, 1991). Last but not least Rosson and Seringhaus (1995) discussed the possibility of partaking in an international trade fair organized or supported by a foreign government agency. Established trade fair literature however supports the notion that government assisted trade fairs are often far less effective than working together with clients individually (Solberg, 1988; Seringhaus, 1984; Seringhaus & Rosson, 1991). The reasons for this ineffectiveness are the ease of access and often subsidy received for participating in a government-chosen trade fair, management problems like the lack of an agenda or poor exhibitor selection (U.S. Department of Agriculture, 1992).

However, since Kerin and Cron (1987) proved that trade fairs not only have a sales-related but also a non-sales-related dimension, a notion also mirrored in other works of the time (Greipl & Singer, 1980; Bonoma, 1983), two of the main success factors for selling at trade fairs, namely strong personal relationships and a powerful social network, have been woefully neglected, with only a selected few forays into the topic. Rosson & Seringhaus (1995) were the first to define a trade fair as a social network, thus laying the foundation for applying principles of social network theory to increase trade fair performance. This approach will be discussed in section 2.4.

#### **2.2.4. THE ROLE THEORY APPROACH**

One of the central ideas of trade fair research is the role theory approach, first discussed by Bello (1992) in “Industrial Buyer Behaviour at Trade Shows”. The role theory approach postulates that the understanding of buyer behaviour is a vital aspect in creating and executing the right sales strategy. This approach has been fundamental to almost all works in behavioural trade fair literature and is therefore vital for understanding almost all of recent trade fair research. But is the role theory approach still applicable today? After all, more than 20 years have passed since it was first published.

According to Konopacki (1982) and Chapman (1987), sales personnel in the 80s were not yet able to understand and act according to the unique trade fair environment. Kerin and Cron (1987) found the same underdevelopment of the selling dimension in comparison to the non-selling dimension of trade. As all parties within the buying process have different information requirements (Wind & Thomas, 1994), the main culprits for this predicament seems to be the asymmetry between the product information the prospective buyer seeks and the information offered by the exhibitor (Dekimpe, 1997). Additionally, due to the inconsequential staffing policies of most trade fair exhibitors (Tanner & Chonko, 1984) the sales process is unfamiliar for buyers and sellers alike (Chapman, 1987; Szymanski, 1988). As these issues are commonly found in buying processes, trade fair research can rely on the extensive research done on industrial buyer behaviour without the context of an accompanying trade fair environment (Johnston, 1981a; Spekman & Gronhaug, 1986; Johnston & Spekman, 1987).

Consequently, the gap between trade fair literature and other research areas has been limited by ceasing to simply focus on the actions of non-corporeal entities like firms and analysing the behaviour of the actual people at the fair by utilizing the adaptive framework and role theory.

Within the adaptive framework sales people try to identify the category of a prospective buyer within the types of buyers they know and then try to act accordingly (Weitz, Sujjan, & Sujjan, 1986). The sales people then apply procedural knowledge, a process defined as employing the sales action sequence known to generate the best possible outcome (Leigh & Rethans, 1984; Leigh & McGraw, 1989). To enable this process, sales personnel need declarative knowledge – the understanding and evaluation of prospec-

tive buyer behaviour in the context of the specific sales transaction (Szymanski, 1988; Sujan, Sujan, & Bettman, 1988). Sales processes at trade shows can be enhanced by categorizing attendee behaviour as soon as standardised attendee categories have been defined (Bello, 1992).

Consequently, a means for categorising trade fair attendees has to be found. Bello (1992) proposed role theory, which is an instrument from the social sciences that reduces a person to a specific role – in this case, for example, the role of buyer, non-buyer, and influencer – that forces the person to act according to certain intrinsic impulses (Biddle & Thomas, 1966; Biddle, 1979).

Lichtenthal (1988), as well as Anderson and Chambers (1985) proved that an attendee's buying behaviour is directly related to his perception of his role within his company, which can be defined by the following criteria:

- The attendee's level within the authority hierarchy of his firm (Slater, 1985; Calder, 1977; Biddle, 1979).
- The overall hierarchical structure of the firm (Hall, 1987).
- The role specialization resulting from the attendee's authority and hierarchical positions within his firm (Biddle, 1979).

Knowing and considering two scalars defining attendee behaviour enables appropriate sales strategies (Leigh & McGraw, 1989). In a trade fair environment specifically it has been shown that combining all three attendee role classification attributes leads to higher selling effectiveness (Szymanski, 1988).

### **2.2.5. INFORMATION GATHERING AT TRADE FAIRS**

Role theory also dictates one of the most important aspects of trade fairs: information gathering. This aspect is relevant for understanding the basis for collaboration and innovation discussed in section 2.5, which tries to break up the different information streams discussed in the following paragraphs into areas of knowledge that can be utilised beyond the sales process. At the current stage of trade fair research, however, the information gathering processes at trade fairs are purely restricted to sales processes. Moriarty and Spekman (1983) for example found out that attendees on a higher hierarchical level

within their firm were more likely to gather purchasing information at a trade fair, while Johnston (1981b) and Zaltman, Duncan, and Holbek (1973) proved that attendees in upper-level management positions had significantly more influence over large acquisitions made by their firm in correlation with a trade fair they attended. Bello (1992) therefore concluded that an attendee's influence over purchase decisions made by his firm in correlation with a trade fair is positively affected by his rank within the firm, a notion later confirmed by Godar and O'Connor (2001).

Another interesting aspect of product information from shows is the staggering amount of information an attendee is confronted with (Konikow, 1983). A prospective buyer is confronted with two types of information: Information about the product itself and the buying process and pricing associated with a purchase (Bello & Barksdale, 1986b). Both types of information are needed to make a purchase decision, however they are required at different stages during the process. Prospective buyers first only look for information on the product and are only interested in the modalities of the procurement shortly before the actual purchase (Cardozo, 1983; Vyas & Woodside, 1984; Crow & Summery, 1980). As attendees at a trade show have differing responsibilities along the procurement process they are looking for a specific type of information related to their position in their firm's hierarchy (Anderson & Chambers, 1985; Robinson, Faris, & Wind, 1967). Consequently upper level management is more interested in transaction details (McCabe, 1987) while operative personnel are more interested in technical product information (Corey, 1978). Bello (1992) consequently postulates that transaction information for an upcoming purchase at a trade fair is more important for attendees in higher authority positions while technical information for an upcoming purchase is more important for attendees in lower authority positions. This notion led Tanner and Chonko (1984) to demand diverse staffing at booths that combines technical experts and sales consultants, while Rosson and Seringhaus (1995) stress the importance of inviting decision makers to attend trade fairs.

The last factor influencing the product information an attendee seeks at a trade fair is the size of his firm. The larger the firm the more restricted are the responsibilities of an attendee and thus his need for information (Scott, 1985). According to Moriarty and Spekman (1984), as well as Lilien and Wong (1984), larger firm sizes have a negative

effect on an attendee's likelihood to be a decision-maker. Small firms, however, have fewer personnel in managerial positions and they are therefore far more likely to participate in buying decisions (Grashof, 1979). Firm size is negatively related to an attendee's purchase decision for equipment evaluated during a trade fair (Bello, 1992). Building upon this hypothesis one can also note that attendees from larger firms possess other information sources apart from trade fairs (Johnston, 1981b; Scott, 1985), while attendees from smaller firms have a greater need for information for transactional as well as technical information from trade fairs as their positions offer far more responsibilities (Bello, 1992).

The product information sources used by attendees at trade fairs also differ widely. The information sources commonly associated with trade fairs are vendors' booths (Konikow, 1983; Chapman, 1987) and sources outside of the exhibits. Using a social systems perspective (Hall, 1987), Bello (1992) defined four classification criteria for trade fair information sources: non-personal or personal, as well as in-exhibit and out-of-exhibit, which can be broken up into the following distinctive elements:

Information material at the booth, such as video and audio presentations are information sources which are non-personal or within the exhibit. The personal source within the exhibit is the sales personnel at the booth. Non-personal, out-of-exhibit information sources are general advertising and press material handed out at the trade show. The personal information source outside of the exhibit is a conversation with other trade fair attendees, especially at banquets and events (Bello, 1992; Bello & Lohtia, 1993).

According to Carter (1989), extracurricular events like banquets are usually by invitation only. Prospective buyers from larger firms and in higher authority positions are far more likely to receive an invitation to such an event, as event sponsors either know them through personal contact (Hanlon, 1982; Moriarty & Spekman, 1983) or overestimate their importance in making buying decisions (Konikow, 1983). Attendees in lower authority positions are seldom invited to sponsored events and also, as Konopacki (1982) notes, more likely to visit in-exhibit information sources due to their technical background. Personal in-exhibit information sources are more often used by attendees in smaller firms or in lower authority positions, while attendees from higher authority positions or larger firms prefer personal information from events unrelated to exhibits



(Bello, 1992), as they also allow them to fulfil their networking goals (Godar & O'Connor, 2001).

Attendees with a higher technical background are also more likely to gain their information from non-personal sources (Moriarty & Spekman, 1983). As attendees from lower authority positions and/or from smaller firms usually have a more emphasised technical background, they are consequently more likely to rely on information gathered from non-personal sources compared to attendees with administrative authority (Bello, 1992; Bello & Lohtia, 1993), a notion which has not been contested in trade fair literature so far.

So how can exhibitors leverage the findings from adaptive role theory and fulfil the information needs of trade fair visitors? 78% of the participants interviewed by Bello (1992) at the time participated in purchasing decisions, showing that trade fairs were an important medium in industrial buying processes. Bello and Lohtia (1993) showed that decision makers, who can be identified by their job role, are more interested in product information and technical details than sales modalities. This means that trade fair visitors are usually in the early stages of the purchase decision process. According to Robinson et al. (1967), this interest in technical details threatens an attendee's current suppliers and presents opportunities for new and smaller suppliers.

Trade fairs mostly work through personal contact at booths and less through personal contact outside of booths and non-personal information sources (Bonoma, 1983). Consequently, as mentioned earlier, it is recommended that adequate and trained booth personnel should be an exhibitor's main focus for improving trade fair performance, even when it comes to satisfying information needs (Kerin & Cron, 1986; Bello, 1992). Exhibitors should also adapt their message and the channels they publish information through to the hierarchical level and firm size of their target audience (Bellizzi & Lipps, 1984), while still keeping it aligned with their overarching marketing goals (Seringhaus & Rosson, 1994). The same trend applies to technical information in sales messages: the inclusion of technical details should not be restricted to attendees from lower authority positions but also added to messages designated for decision makers in upper-level management (Bello, 1992).

With these findings, the actions to increase trade fair performance designed in section 2.2.3 can be extended with the following findings:

- Sales managers should select and train sales personnel according to the expected show attendance composition (Churchill et al., 1990; Bello, 1992).
- Personnel should approach an attendee according to his position within his firm and the firm's size and offer the right information from the start (Bello & Barczak, 1990; Bello, 1992; Rosson & Seringhaus, 1995).

This adaptive selling approach has been recreated for other settings as well: Giacobbe, Jackson, Crosby, and Bridges (2006) evaluated the effects of sales personnel experience in adaptive and non-adaptive settings and came to a similar conclusion: Adaptive selling greatly improves a sales professional's success rate, even if used within a non-adaptive setting. These findings point towards the very important fact that role theory might still be relevant for the trade fair setting, almost twenty years after the idea was first postulated. The next paragraphs will evaluate the importance of role theory for trade fairs today.

Bello (1992) himself formulated implications for future researchers investigating trade fair attendee motives. He noted that only two dimensions limited the framework he used for characterizing attendees and that other researches could add more detailed characteristics to the framework to further define attendee motivation at a trade show. Possessing this information would also allow a more scripted approach to the trade fair sales process, defining exactly how a sales person has to react to any given attendee. Bello also recommended an expansion of his research to monitor the effects a trade fair sales pitch has on the buying decision made back at the firm.

Nevertheless the advent of role theory within the framework of trade fairs has been a frequently cited milestone for today's trade fair research. The adaptive framework categorises the way attendees act at trade fairs and opens up a scientific approach to something, which good salespeople have been doing instinctively all along: treating attendees according to their needs based on their characterisation. Bello (1992) has used existing findings from the field of industrial buyer research to come up with a framework describing the generic trade fair attendee and his expectations and behaviour at any given

industrial trade fair. According to Rosson and Seringhaus (1995), the scientific implications from introducing the adaptive framework to trade fair research were important, if slightly flawed, due to the then impossible task of keeping track of all the necessary data. Almost two decades later, modern technology and the advent of customer relationship management systems have made this point mute. Ling-Yee (2007) adds that by expanding trade fair research to focus on attendees and their relationships, components of social network theory, however crude, were introduced to a field that mainly focused on selling in an abstract environment, even though the adaptive framework exists only in the highly restricted environment of the sales fair and is still oriented towards increasing sales performance and ignores other positive side effects of trade fair attendance.

Consequently, the biggest caveat to the work of Bello (1992) is his insistence on the importance of closing deals at trade fairs. It has been shown in later years that visitors to trade fairs are not actually open to closing a deal there but much rather looking for information (Munuera & Ruiz, 1999). Most visitors are not actually committed to a buying decision by the time they arrive at the trade fair – they have to be carefully manoeuvred towards making an informed decision at a later point in time. However, this does not invalidate the importance of the adaptive framework for today's trade fair research. As Rosson and Seringhaus (1995) have shown, analysing and understanding a visitor's behaviour is the key to trade fair success.

Most authors who analyse attendee motivation and behaviour at trade fairs have relied on his research: Hansen (2004), for example, further defined the expectations of trade fair attendees based upon Bello's trade fair attendee characterisation matrix, while Godar and O'Connor (2001) analysed if an attendee was willing to buy, something Bello postulated from the start. Ling-Yee (2006) finally went ahead and integrated relationships between exhibitors and attendees into the trade fair buying process, thus expanding Bello's basic framework with a relationship dimension.

The frequency with which Bello's paper is still quoted today proves the validity of his research, even in today's context. Although sales processes move more and more towards electronic means of communication, trade fairs still remain an important part of most firms' selling and purchasing activities. Also the needs of smaller and larger com-

panies in the industrial sector have not changed substantially – Bello's framework is still able to characterise visitors' needs and behaviour. It is less about the specific way attendees in an industrial context react – the author showed that attendee behaviour can be characterised and used to increase trade fair success for sales personnel. Nothing underlines the importance of those findings more than the fact that Bello's paper is cited in almost every piece of behavioural trade fair research.

#### **2.2.6. SOCIAL INTERACTION IN SALES PROCESSES**

Whereas the previous sections analysed attendee behaviour in the context of reaching a purchasing decision, the following subsection will look at the nature and influence of social interaction in the trade fair section. The dimension of social interaction in the trade fair and its importance for the sales process has been woefully neglected in trade fair research, even though understanding it might lead to important implications for increasing trade fair performance (Rosson & Seringhaus, 1995). It is also the narrow bridge across the gap between trade fair research and social network theory.

The biggest incentive for engaging in social interaction at trade fairs is the fact that trade fairs are one of the preferred information sources at the beginning of the industrial buying process (Bello & Barczak, 1990). The perceived value of information gathered at trade fairs differs by industry. For example, while the food and beverage industry values information gathering at trade fairs very highly, the banking sector does not rate trade fairs as a more valuable information source than other sources (Trade Show Bureau, 1992).

Trade fair attendees are usually involved in the buying centres of their firms, with visitors from smaller firms more likely to be senior management, while larger firms often send attendees from middle management who are expected to collect information to form a buying committee (Hough, 1988; Trade Show Bureau, 1987, 1986, 1979; Hough, 1988; Trade Show Bureau, 1989). Visitors from smaller firms are more likely to be senior management, while larger firms often send envoys from middle management, who are expected to collect information to form a buying committee (Hough, 1986; Trade Show Bureau, 1989). Attending trade fairs is mostly used as a means of gathering information and preparing for future purchases (Jackson, Keith & Burdick, 1987). Expanding technical knowledge is also important for firms with a high-tech background.

In summary firms use trade fairs as a means to interact with products and vendors in person and preparing for purchase decisions (Rosson & Seringhaus, 1995). This notion has only been reinforced in later works, which have been able to map these interactions to a visitor's position within his firm's hierarchy (Ling-Yee, 2006).

Most visitors do not design a specific trade fair program. A select few however, plan their trade fair attendance in great detail, using the trade fair floor plan, requests from co-workers and invitations by exhibitors as resources (Rosson & Seringhaus, 1995). According to Fach und Wissen (1992), one can specify which group of visitors prepares for the trade fair in which level of detail. "Intensive users" and "Special purpose users" prepare in greatest detail and spend the most time at the trade fair, while "Strollers" and "Pragmatists" hail from less innovative companies and are less likely to have conducted detailed preparation for the fair, meaning that trade fair audiences are heterogeneous (Rosson & Seringhaus, 1995), a notion that is vital for considering trade fairs as social networks.

Trade fair attendees also have a series of factors compelling them to attend specific exhibits, which unlike a personal invitation from an exhibitor, change during the trade fair. Before the trade fair, visitors might have the following motivations:

- They plan to attend the booths of previous business partners to maintain personal relationships (Godar & Connor, 2001).
- They plan to attend booths they have been personally invited to (Tanner, 1995, Dekimpe et al., 1997).
- They plan to attend booths promoted by the trade fair organisation or industry associations (Golfetto, 1988; Trade Show Bureau, 1991).

During the fair they prefer to attend product demonstrations and exhibits which are located conveniently, and especially exhibits which have been recommended by other attendees, or which offer a high number of skilled sales personnel (Gopalakrishna & Lilien, 1995; Dekimpe et al., 1997).

After a trade fair, visitors generally evaluate its usefulness to their cause. This can include rating the booth personnel, the information gained from the trade fair and plan-

ning of purchase programs assisted by the information they gained (Rosson & Seringhaus, 1995). Ling-Yee (2006) added that all involved parties will also rate the impact the trade fair had on their professional relationships, thus moving beyond measurable goals into perceived achievements. Visitor perception of their trade fair experience can be measurably improved by contacting them after the show (Tanner, 2005; Stevens, 2005), a fairly new trend, which was not generally practiced before 1990 (Trade Show Bureau, 1990). In the end, the information required for making a well-versed sales decision is perceived as the overarching motivator for trade fair attendance (Berne & Garcia, 2008). This model, however, presumes that all trade fair visitors are indeed motivated by a buying decision, an assumption that has been contradicted by now (Godar & Connor, 2001; Ling-Yee, 2006).

#### **2.2.7. THE RELEVANCE OF THE SELLING DIMENSION FOR TRADE FAIRS TODAY**

Considering the limited model that most trade fair research is based on, are the findings of trade fair performance improvement scholars still relevant? Even today, most firms seem to measure their trade fair success with hard numeric factors like order intake (Hansen, 2004; Lee & Kim, 2008). A trade fair that does not yield immediate results that can be tracked financially is seen as a failure, even though it might have led to worthwhile impressions and an expanded network for the firm's sales force. The fact that there is no research that underlines this issue suggests it as the opener for the questionnaire associated with this thesis. However, there have been select works that tried to expand the selling dimension of trade fairs to incorporate some of the elements trade fair organisations focus on today.

Rosson and Seringhaus (1995) were among the first who perceived trade fairs as more than a means to facilitate sales. During their research they noticed that visitors often saw purchasing at trade fairs as their main goal at the trade fair, something which was mirrored in earlier research that showed that exhibitors also have other motivations apart from making sales calls and generating leads (Seringhaus & Rosson, 1991; Rosson & Seringhaus, 1995). Trade fairs offer marketers the same tools as entire industrial markets, albeit on a smaller scale (Dekimpe et al., 1997; Tanner & Chonko, 2001). As industrial markets have been defined as networks (Johanson & Hallen, 1989), a trade fair

must also be a network that should be used to influence purchasing decisions (Godar & Connor, 2001), as well as foster efficient business relationships (Ling-Yee, 2006).

Considering trade fairs as networks expands the classic view on two-dimensional buyer-seller interaction to a multi-faceted view, which has to consider all participants of the trade fair when analysing the interaction between two parties. Rosson and Seringhaus (1995) noted that firms often allocate a large part of their marketing budget towards improving their position in those networks, making relationship building in a selling context one of their core priorities (Blythe, 2002; Ling-Yee, 2007). These positions are the result of the firm's interaction with other trade fair attendants and the ensuing relationships. Firms who act according to this perspective also have a multitude of new goals at trade fairs, including analysing the competition, fostering customer relationships, assessing the marketplace and motivating their employees (Konopacki, 1990).

The work of Rosson and Seringhaus (1995) is one of the first stepping-stones towards understanding the true scope of trade fairs. Instead of just focusing on the buyer-seller dyad they propose to analyse every member of the trade fair network, a suggestion, which has sparked a lot of in-depth research into relationships and relationship learning at trade fairs. Ling-Yee (2006) for example suggested using non-buyers as influencers for undecided buying parties.

However, as the sales perspective of trade fairs had been exhaustively researched at the end of the 1990s, this definition of trade fair relationships can be set into a context with common definitions of social networks (Granovetter, 1973, 1983). While researchers have defined and evaluated the sales-oriented goals of marketing and sales organisations at trade fairs, including lead generation and sales quota, and proven the importance of performance measurement for sales (Cavanaugh, 1976; Gopalakrishna & Lilien, 1995), trade fair scholars also began to broaden their approach to trade fair organisations by considering the information gathering perspective of trade fairs (Bello, 1992) and even applying aspects from network theory onto the trade fair ecosystem (Rosson & Seringhaus, 1995).

In the end all of those approaches were reduced to finding ways of improving a firms lead generation and sales quota without considering the long-term implications of rela-

tionship learning and the importance of the trade fair organisation in facilitating social interaction between all the parties within the trade fair network (Ling-Yee, 2007). However, the short-term solutions devised during this phase of trade fair research are still valid today. Performance measurement, following up on leads and delivering the correct information to clients based upon their rank, location and position within their company is widely accepted as the correct way to manage and enforce trade fair success (Hansen, 2004; Lee & Kim, 2008).

In the end, trade fairs should not only be seen as networks, but as social networks (Godar & O'Connor, 2001). According to Ling-Yee (2008), it is vital to consider the social relationships between members of the trade fair network as equally or even more important than the common marketing and sales goals driving trade fair professionals today.

### **2.3. TRADE FAIRS AS A SERVICE**

#### **2.3.1. MEASURING TRADE FAIR PERFORMANCE**

While the previous section provided many ways of improving sales performance at trade fairs, there are also new movements that are dedicated to measuring key performance indicators of trade fair performance besides order intake. As this study is dedicated to discovering a new sense of purpose in the social networks behind trade fairs, the approaches discussed in this section might lead to valuable insights into the area of trade fair performance measurement.

In trade fair literature, trade fair organisations are usually in the background, only providing a suitable setting for both exhibitors and visitors to achieve trade, as trade fair scholars either focus on exhibitors (Bello, 1992; Rosson & Seringhaus, 1995; Dekimpe et al., 1997) or sometimes visitors (Sharland & Balogh; 1996). The motivation and goals of trade fair organisations are rarely considered. However, some articles focus on the performance of all members of the trade fair network, including trade fair organisations. Trade fairs are recognised as more than blank slates: they are defined and considered as services, delivering results to all attendees, and the trade fair organisation (Hansen, 2004; Smith & Gopalakrishna, 2004).

Participation in trade fairs is an increasingly important promotional activity for a lot of companies, in the European Union more so than in North America (Sandler, 1994).



Trade fairs are an international multibillion-dollar industry by now (Hansen, 2004; Lee & Kim, 2008). However, as noted before, little of the established marketing literature is dedicated to trade fairs, with the few works, which have been done specifically on this topic, mainly focusing on trade fair performance issues. Where scales are employed to measure trade fair success, they are dominated by sales performance indicators (Dekimpe et al., 1997; Gopalakrishna & Lilien, 1995; Kerin & Cron, 1987; Williams, Gopalakrishna, & Cox, 1993). For the course of this research it is nevertheless vital to be able to determine trade fair performance using a scientifically viable scale.

According to Hansen (2004) there are two elements of trade fair performance: sales-related and behavioural activities. This is a notion which has been enforced by the findings of many other authors (Dekimpe et al., 1997; Shoham, 1999; Bello, 1992). These two aspects of trade fair performance should be included in a comprehensive scale with the ability to measure the effectiveness of all employed activities on a trade fair's success.

Trade fair performance can be measured using the outcome- and behaviour- based control system taxonomy (Anderson & Oliver, 1987; Cravens, Ingram, LaForge, & Young, 1993; Jaworski, 1988), projected onto the organisation's capability to control its employees. The control capability of an organisation consists of a set of sales performance measures combined with more complex behavioural evaluations (Churchill, Ford, & Walker, 1993).

The sales performance measures are mostly outcome-based (Churchill et al., 1993) as this can provide the easiest approach to measuring performance (Hansen, 2004). Outcome-based scale factors can be the sales volume, sales value or order amount, as well as the number of visitors to the booth, the number of leads generated, the average cost per visitor and the cost per generated lead (Cavanaugh, 1976). Lead generation efficiency, which is the number of validly generated leads compared to the total amount of visitors from the buying centre, has also been discovered as an outcome-based factor for sales performance at trade fairs (Gopalakrishna & Williams, 1992), being directly connected to the trade fair performance improvement measures discussed in subsection 2.2.3. Another factor of sales effectiveness, the so-called hit rate, or the number of visitors to the booth in relation to the number of visitors who were later contacted by the

sales force, was also identified as a critical indicator for sales success at a trade fair (Williams et al., 1993).

However, most of the more sophisticated performance indicators have been determined to be too complicated to be easily evaluated by attending visitors (Hansen, 2004).

If most of the exhibitor's activities are behaviour-based, it is bad practice to use outcome-based performance indicators (Kerin & Cron, 1987). Instead the focus should lie on addressing the process instead of simply the outcome. This means shifting the vantage point from the outcome of a process to the behaviour required by each member of the sales force (or the booth personnel) to achieve said outcome (Hansen, 2004). However, established trade fair performance frameworks, which incorporate selling and non-selling dimensions (Kerin & Cron, 1987; Seringhaus & Rosson, 1998), lack a unifying theoretical framework.

According to Hansen (2004), such a unifying framework needs to consist of five dimensions:

- Sales-related
- Information-gathering
- Image-building
- Motivation activities
- Relationship-building

Each of these dimensions shall be discussed and criticised in more detail in the following paragraphs.

*Sales-related activities* consist of all activities related to sales, which result from the seller's participation in the trade fair (Bonoma, 1983; Greipl & Singer, 1980). These include introducing new products, selling at the show and testing new products (Kerin & Cron, 1987). That these activities are an integral part of trade fair performance measurement is undisputed, as most trade fair literature is entirely dedicated to them (Bello, 1992; Smith & Gopalakrishna, 2004).

*Information-gathering* activities arise from the fact that trade fairs are an important information source for attending companies. Trade fair attendees have been shown to conduct market research and gather information about the market (Bellizzi & Lipps, 1984; Cavanaugh, 1976; Kerin & Cron, 1987). They also analyse competitor behaviour (Hansen, 1996; Rothschild, 1987; Shust, 1981). Trade fair attendees use information from the trade fair in making strategic management decisions and use the fair to identify better trading partners and make make-or-buy-decisions (Sharland & Balgoh, 1996). Although the other cited works are already a few years old, these activities are still conducted today as research by Ling-Yee (2006) shows.

The domain of *image-building activities* includes all actions, which lead to improving the image and reputation of the attendee at the trade fair (Bellizzi & Lipps, 1984; Bonoma, 1983). Firms set additional non-selling objectives for their trade fair participation. Improving the company image ranks highest among those objectives (Shipley & Wong, 1993; Hansen, 1996). This is motivated by competitive pressure, customer expectations and the need to shape an image for the firm (Barczyk, Glisan, & Lesch, 1989).

Next is the *motivational aspect* of trade fair participation. It has been shown that increasing the motivation of trade fair attendees on both sides of the buyer-seller dyad is moderately important for exhibitors at international trade fairs (Hansen, 1996; Carman, 1968). Motivation activities can be increasing sales force morale (Barczyk et al., 1989), and training and motivating the sales force (Shipley & Wong, 1993; Shoham, 1992) through trade fair attendance. However, not all attendees are even related to the sales process, as trade fairs might also be used by firms to motivate other employees through the dyad between interaction with foreign customers and being offered the ability to see a foreign country all while being on company time (Godar & O'Connor, 2001; Hansen, 2004).

*Relationship-building activities* are directed towards creating, tending to and improving relationships with customers, and are an integral part of trade fair involvement (Tanner & Chonko, 2001; Hansen, 2004; Ling-Yee, 2006). Although trade fairs may only take up a small part of the process of developing a buyer-seller relationship, they are still a vital element in shaping an intense connection between the buyer-seller dyad (Roths-

child, 1987). Attendees use trade fairs for maintaining and developing relationships with existing customers (Bonoma, 1983; Carman, 1968; Kerin & Cron, 1987; Kijewski, Yoon, & Young, 1993; Seringhaus & Rosson, 1994), establishing relationships with new customers (Herbig, O'Hara, & Palumbo, 1994; Sashi & Perretty, 1992; Shipley & Wong, 1993; Tanner & Chonko, 1995), meeting otherwise unavailable key decision makers (Shust, 1981) and experiencing personal contact with customers (Lilien, 1983).

The importance of these activities for successful buyer-seller relationships and their central position at trade fairs will mandate their inclusion in a trade fair performance framework. They are also the most important activities when it comes to qualifying the social network aspect of trade fairs.

### **2.3.2. TRADE FAIR PERFORMANCE FRAMEWORKS**

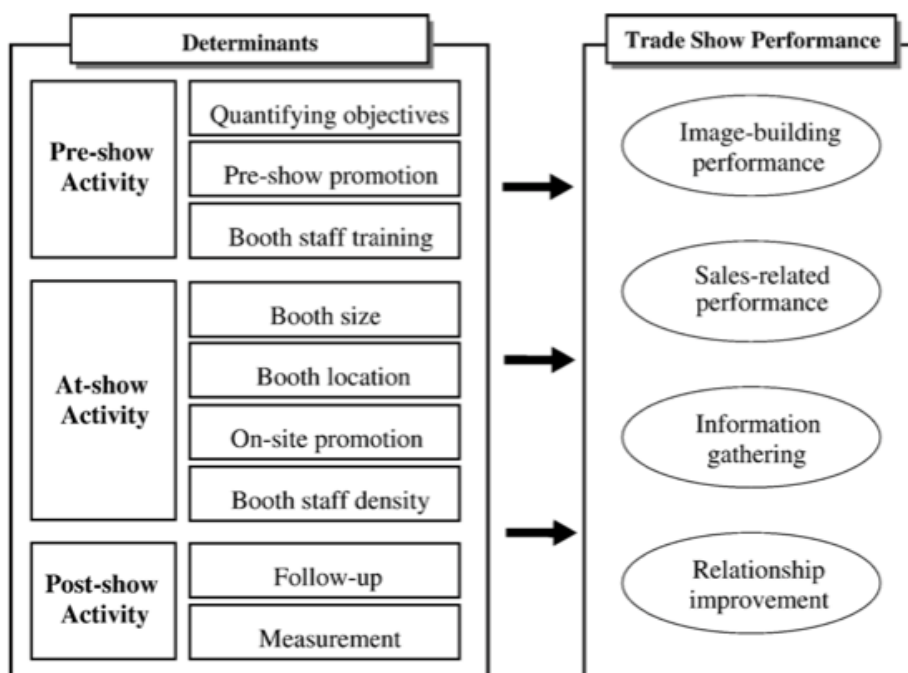
Hansen (2004) formulated a trade fair performance framework based on the previously mentioned activities, which might be used as a basis for further trade fair evaluation for the purpose of this research. As it is the only performance network defined in trade fair literature, it will be analysed in this subsection, before being expanded with findings from other authors. Trade fair performance is a constructed framework consisting of five dimensions that are expected to positively affect trade fair success: sales-related, information-gathering, relationship-building, image-building and motivation activities. Trade fair performance is positively affected by global fair show performance and results from positive trade fair intentions (Hansen, 2004).

The trade fair performance framework is certainly oriented towards the modern trade fair. It not only puts an emphasis on sales activities but also focuses on information-gathering and relationships, two activities which have been shown to steadily gain importance for trade fair success (Godar & O'Connor, 2001). However, Hansen (2004), like Tanner & Chonko (1995), also relied heavily on the importance of sales figures for measuring a companies' trade fair success, although it has been shown that the soft facts of trade fair attendance may yield more return for the trade fair investment in the long run than hard sales numbers (Ling- Yee, 2006).

The trade fair performance framework is supposed to be used in three ways (Hansen, 2004). Firstly, executives can use it to determine a company's trade fair success beyond

the usual dimension of sales performance, which is seen as the predominant success factor in trade fair literature (Gopalakrishna & Lilien, 1995; Kerin & Cron, 1987; Tanner & Chonko, 1995). Trade fair participants can also use their results to judge and improve the ways in which the company handles trade fairs. They can also allow companies to make improvements in any dimension of the trade fair performance framework by applying best practice suggestions from other authors like Bello (1992) or Ling-Yee (2006). Lastly, and most importantly, the trade fair performance construct is a suitable tool for trade fair organisers to gauge the general success of their trade fair and find new ways to improve the design of their organisation – a hitherto unseen element of trade fair.

**Figure 2.2 Determinants and outcomes of trade fair performance according to Lee & Kim (2008)**



Lee and Kim (2008) expanded this conceptual framework by considering the impact of exhibitor and visitor activities on achieving trade fair success during each stage of the trade fair process, as shown in Figure 2.2. This framework clearly shows a direct correlation between the different stages of trade fair participation, the corresponding activities and the dimensions defined by Hansen (2004). This figure ties all of the factors discussed in the previous section together into one big picture that combines everything

from pre-fair promotion (Dekimpe et al., 1997), to booth staff behaviour at the fair (Bello & Barczak, 1990; Bello, 1992; Gopalakrishna & Lilien, 1995; Rosson & Seringhaus, 1995) to timely post-fair follow-up (Gopalakrishna et al., 1995).

The framework is based on a very strong statistical and literary basis. However, its basic premise is still centred on using order intake as a key indicator of trade fair performance (Berne & Garcia-Uceda, 2008). The construct lacks deeper insight into the relationship dynamics between buyer-seller dyads at trade fairs, which have been identified as one of the main factors for trade fair attendance (Ling-Yee, 2006). However as Hansen (2004) explicitly stated that his trade fair performance framework was only intended as a modular basis for more complex approaches to trade fair performance evaluation it can be easily adapted to fit more recent trends. It would be suited for evaluating the impact of social networks on trade fair performance before and after the advent of major changes within the trade fair environment.

### **2.3.3. THE TRADE FAIR SERVICE ORGANISATION**

Considering trade fairs as services lends new perspectives to trade fair organisations trying to understand and act according to visitor objectives that had been hitherto disregarded as virtually all trade fair research is dedicated to trade fair attendees (Witt & Rao, 1989; Rosson & Seringhaus, 1990). This premise operates complimentary to established literature which analyses trade fairs within the promotion mix (Bonoma, 1983; Lilien, 1983; Kerin & Cron, 1987; Faria & Dickinson, 1986; Gopalakrishna & Williams, 1992; Munuera, Ruiz, Hernandez, & Mas, 1993). Instead it is also possible to define trade fairs as a service, which is offered by trade fair organisations to exhibitors and visitors alike (Munuera & Ruiz, 1999).

Commonly cited research on trade fairs mostly concerns itself with two topics: the relevance of trade fairs and the relevance of trade fair management (Bonoma, 1983; Kerin & Cron, 1987; Bello & Barczak, 1990).

Munuera and Ruiz (1999) reduced the relevance of trade fairs to the number of attending visitors and exhibitors, their costs, and their purpose in the marketing mix. Due to the increased competition on the trade fair market, trade fairs aim to attract exhibitors, professional visitors and the general public alike (Bello & Barczak, 1990; Rosson &

Seringhaus, 1995; Sind, 1996; Godar & O'connor, 2001; Hansen, 2004). To achieve this goal, trade fair organisations redirect their promotion towards professional visitors, and relocate their shows from industrial centres towards areas with higher visitor accessibility, a process called “visitor orientation” (Munuera & Ruiz, 1999). This new self-understanding of trade fair organisations as service suppliers leads to new strategic aspects, which have to be considered, as they cannot be modified in the short term. These aspects include the trade fair location, surrounding communication and trade fair accessibility. Defining the trade fair organisation as a service provider implies that trade fairs are intangible, inseparable, heterogeneous and perishable (Grönroos, 2007).

If the trade fair organisation is considered a service provider, trade fairs are a “series of services and activities that have to be perfectly coordinated” (Munuera & Ruiz, 1999). This definition of trade fairs as services allows one to adapt established works on services management (Albrecht, 1988; Grönroos, 1994; Grönroos, 2007) into trade fair management. To fully deliver trade fairs as a service, a close collaboration between trade fair organisers and exhibitors has to align the fair according to visitor expectations (Ling-Yee, 2006; Godar & O'Connor, 2001).

The beneficiaries of the trade fair service, the trade fair attendees, have a unique set of expectations and objectives for their utilisation of a trade fair that goes beyond their expectations towards other trade fair attendees like booth staffing (Bello, 1992), but is rather directed at the trade fair organisation (Munuera & Ruiz, 1999). These include an optimal audience composition, which leads to more established leads, low cost of attendance and the image of the trade fair, as well as the quality and duration of customer relationships formed at the trade fair, with the latter winning out over more short-term objectives (Shiple & Wong, 1993; Ling-Yee, 2006). This underlines the importance of the “social” aspect of trade fairs. Consequently, the number and quality of visitors can make or break a trade fair's success, as exhibitors are constantly looking for qualified buyers to attain their numbers (Bello, 1992; Bello & Lohtia, 1993). Even the best infrastructure and lowest attendance cost cannot compete with a trade fair with a superior audience composition. Therefore it is equally important for trade fair organisations to know and adhere to visitor motivations to guarantee the success of the trade fair and the satisfaction of all its visitors (Munuera & Ruiz, 1999).

#### **2.3.4. TRADE FAIRS AS A SOCIAL SERVICE**

Considering trade fair organisations as service providers enriches the existing analysis done about trade fairs. The identification of attendee objectives helps increase the attraction capacity of a trade fair. Additionally, it has been shown that building relationships, doing market research, and gathering information is more important to many attendees than actual trade activity (Ling-Yee, 2006). This insight is important for visitors, exhibitors and trade fair organisations alike: Visitors can use it to effectively choose the trade fair that best matches their objectives, exhibitors can design their stands to accommodate visitor objectives, and trade fair organisers can orient their trade fair towards attracting as many attendees as possible (Munuera & Ruiz, 1999).

To summarise, the trade fair service organisation theory implies that trade fair attendance is less about trading activities but more about gaining information and creating and enforcing long-lasting relationships between buyers and sellers. With the advent of new communication channels and new ways to facilitate business, trade fairs are threatened in their role as one of the primary sources of pre-purchase information. However, direct personal contact is also the core element of successful social networks (Cross, Borgatti & Parker, 2002). While the dimension of information gathering may have been made obsolete by the advent of new technologies, one of the main reasons for trade fair attendance still persists: there is no other setting which allows for more direct and personal contact than a trade fair (Sind, 1996; Smith & Gopalakrishna, 2004).

Successful trade fairs can be identified by the performance of their attendees, by using a trade fair performance framework (Hansen, 2004; Lee & Kim, 2008). The performance of attendees is mainly influenced by the setting they are placed in – a setting, which is influenced by the decisions made by the trade fair organisation, as the choice of exhibitors, the targeting of specific visitor groups and the way the trade fair is set up determine the performance of the trade fair and thus its success (Munuera & Ruiz, 1999).

This also means that a trade fair is no longer a blank slate. It is a carefully crafted and designed service, which has to offer its attendees fulfilment of their goals in the most efficient manner possible. Responsibility for the result of that service lies with the trade fair organisation, which is directly responsible for the trade fair performance of its customers. Just like the social network, it is all about its members in the form of visitors



and exhibitors. As the research has shown that attendees put great value in the creation and care of personal relationships (Godar & Connor, 2001; Ling-Yee, 2006), it is clear that trade fair organisations have to encourage and foster social ties and thus a social network through the services they offer.

## **2.4. TRADE FAIRS AS A SOCIAL NETWORK**

### **2.4.1. SOCIAL NETWORK RESEARCH IN A TRADE FAIR SETTING**

After the discoveries made in conjunction with the service stage of trade fairs, trade fair researchers began to invest effort into the analysis of relationships formed between trade fair attendees (Bello, 1992; Rosson & Seringhaus, 1999). Previously, most descriptions of a visitor/exhibitor relationship in popular trade fair research were limited to the ways in which both parties could exploit each other for short-term personal gain, be it making a sale or gaining information about the competitor. The relationship stage of trade fairs fundamentally changed that. By analysing trade fairs in the context of the long-lasting relationships which were formed and developed in the trade fair environment, as well as the benefits that arise for both parties from such relationships, the research begins to move towards understanding the social networking aspect of trade fairs, which had only been a side note beforehand (Godar & Connor, 2001; Ling-Yee, 2006). The purpose of the following section is to prove and underline the importance of relationships for trade fair success, as well as enable the transition to social networking theory.

To do so, a sound understanding of social networks and social network theory has to be created. This is done by analysing work from trade fair researchers that dates back as far as the beginning of the last century. While one might argue that this literature is too old and surely out of date, modern social networking research from the last decade clearly shows that none of the relevant findings made by early researchers have been invalidated, only completed. This is evidenced by the spectacular citation record, of which an example is shown in Figure 2.3.

**Figure 2.3 Citations of “The strength of weak ties: A network theory revisited” by Granovetter (1983). Obtained on 19/01/2013, Google Scholar.**



The condensed discoveries from this duality of social network research – the old and the new – will then be put into a trade fair context. While select works have already taken a look at relationship building within trade fairs, few have considered the implications of social network theory for an environment whose main service – as shown in the previous section – consists of bringing people together in the right configuration. The relevant social actors at a trade fair will be explained, followed by a discourse that tries to combine findings from other sectors, where social network research has been widely employed, with trade fairs and their unique set of actors.

In order to create connections between the relationship learning approach (Ling-Yee, 2006) and social networking theory, one has to define and analyse the existing definitions of social networks. Social networking theory, which was founded in the 1930s (Moreno & Jennings, 1934), is a well-established research area in psychology. However, it has seldom been connected to trade fair research (Except by Rosson & Seringhaus, 1995). This section will examine the existing definitions of social networks and try to bridge the gap between social network theory and trade fair research.

According to Moreno and Jennings (1934), people tend to form “social configurations” between each other. These connections were first visualised by drawing lines between people in a social context, thus forming a social network of interconnected individuals. These kinds of notations are still used today, although they have been expanded with mathematical formulas to explain and predict their nature (Hoff, Raftery, & Handcock, 2002). Members of a social network could exchange information and influence each

other by relying on their social connections. Subsequent research into the field of social networks expanded the view by considering the implications of the environment in which the network was situated onto connected individuals (Lewin, 1936). This led to the discovery of “forces” within the social network that constricted the members within certain boundaries and kept them from performing specific actions, which were deemed inappropriate within the context of the social network (Lewin, 1951). These forces and the associated bias can still be experienced today, especially when analysing the relationships between different cultures (Berry, Poortinga, Segall, & Dasen, 2002).

Other researchers discovered that the actions of individuals could influence other members of the network (Nadel, 1957), which also introduced the concept of “roles” within social networks. Roles were a specific set of actions, responsibilities and rights, which were filled by members of the network. Instead of analysing each member of a network, the analysis can be restricted to member roles and the way these roles interact with each other. Mitchell (1969) defined the way roles interact with each other as “communication” and “instrumental” – the use of actions to influence and interact with other members of the network. Mitchell (1969) also defined a set of characteristics to measure the quality of social configurations:

- Reciprocity, or the mutual benefit for all involved parties from the relationship.
- Intensity, or the depth and frequency of the relationship
- Durability, or the duration for which the relationship persists.

There has been a lot of research into the field of social networks and the way in which they can be measured and exploited. However, the basic characteristics remain the same: social networks consist of points representing individuals and lines representing social configurations, which are defined by the three characteristics explained above (Berry et al., 2004).

Cross, Borgatti & Parker (2002) have identified a distinct trend within social configurations today. Over the last decade, organisations have been simplified by restructuring efforts in order to increase efficiency and flexibility. However, due to the lack of an extensive formal hierarchical structure, communication and collaboration happens

within informal social networks. What was formerly described in organisational charts is now conducted through constantly changing and adapting configurations of interpersonal relations (Easterby-Smith, Snell & Gherardi, 1998). Consequently, the challenges faced by today's organisational leaders are to identify, track and leverage these informal social configurations to improve the results of their organisation without compromising their efficiency through oppressive formal structures, regulations and management styles (Cross, Parker, Prusak & Borgatti, 2001). According to Cross et al. (2002), social network analysis should thus be used to (1) analyse and support informal networks, (2) promote effective collaboration, and (3) identify critical junctures to avoid eventual breakage points that might cause information leakage in order to maximise an organisation's potential. All of these points are vital elements in the effort to make social networks within trade fairs visible and enable collaboration. Without knowledge of where the informal networks are, direct support for the network, and information about where collaborative efforts collapse, the leveraging of social network powers within trade fairs is doomed to fail.

Social networks and interactions between members of the organisation are key to sharing knowledge and thus generating worthwhile results (Granovetter, 1973; Granovetter, 1983; Cross et al., 2001). However, the way in which knowledge is shared differs wildly between organisations and the kind of social network that is found within them. While some promote the sharing of information and actively encourage people to share and collaborate in socially acceptable ways, others inhibit it. Brown & Duguid (2001) collected a series of studies that showed how efficient knowledge sharing through what they call "communities of practice" at companies like Xerox during the 90s lead to successful new developments. These communities consisted of engineers from all kinds of different fields that pooled their own unique insights to conceive revolutionary ideas. Looking at trade fairs and the diverse number of industry professionals who assemble there (Bello, 1992; Godar & O'Connor, 2001), one can easily recognize that every trade fair is a "community of practice" in its own way and thus needs social network theory to leverage its full potential.

Mitchell (1969) differentiated between global and partial social networks. The global social network consists of every human being and his/her social connections. Partial

social networks are arbitrary subsets of the global social network, e.g. families, firms, or social gatherings. As trade fairs are essentially social gatherings of a multitude of interconnected individuals, they can be seen as a social network. The creation and development of relationships between individuals at trade fairs (Ling-Yee, 2006) is the formation of new social configurations between members of the trade fair network. These configurations are then used to fulfil the common goals firms bring to trade fairs: making sales, gathering information and maintaining healthy relationships (Rosson & Seringhaus, 1995; Sharland & Balgoh, 1996; Blythe, 2002).

However, these relationships are not formed arbitrarily. McPherson, Smith-Lovin and Cook (2001) for example studied the theory of “homophily”, which states that contact between people with similar qualities occurs more frequently than between heterogeneous actors. This theory has been proven for almost all areas from social interaction, ranging from the choice of marriage partners over the formation of friendships to the choice of business partners (Ibarra, 1995). Consequently, trade fair settings are a perfect setting for encouraging homophilious relationships due to their homogenous audience structure that mirrors the overarching market (Rosson & Seringhaus, 1995 )

Members of the trade fair social network also act according to specific roles. They either belong to exhibitors, visitors or the trade fair organisation. Each of those roles can be subdivided into a multitude of different sub-roles, which require a very specific skill-set and compel their owner to specific actions (Lewin, 1936, 1951; Wasserman & Faust, 1994). While Bello (1992) for example separated employees of exhibiting firms into the roles of technical specialist, salesman or senior manager, Godar and O’Connor (2001) discerned between current buyers, potential buyers and non-buyers as specific roles for visitors.

Last but not least, one can apply the characteristics of social configurations to the social interactions that happen within the trade fair partial social network. In conjunction with the work done by Ling-Yee (2006), an application of the quality factors by Mitchell (1969) could show the overall quality of a trade fair relationship. High durability could be expressed by the frequency of meetings between a buyer and a seller during a trade fair, while the intensity could be measured by the setting of their interaction.

Classical organisational hierarchy, which is commonly used to graph social networks, defines three different types of interaction: (1) hand-offs, (2) decision points and (3) white space. While hand-offs define points where information is handed over to another organisational entity, decision points are the main areas of interaction that deliver actual results through collaborative efforts. Lastly, white space is the void between organisational entities that do not directly interact with each other. Trade fair research so far only defines one kind of interaction: decision points, e.g. the point at which a buying decision is made. Cross, Bogatti and Parker (2002) however postulate that there are differing grades of intensity when it comes to collaborating at decision points that lead to wildly varying outcomes. They proved their point by analysing the interaction between Fortune 500 companies and the consequent results, discovering that more intense collaboration leads to better outcomes. Similar research has been largely omitted from trade fair research – it is unknown if differing degrees of collaboration exist aside from attendees' involvement in buying processes and if these collaborative efforts deliver quantifiable results. This is evidenced by recommendations in trade fair literature to ignore the untapped knowledge in nonbuyers, as they would not contribute anything to the selling process (Bello, 1992; Godar & Connor, 2001).

#### **2.4.2. TRADE FAIR IMPLICATIONS FROM SOCIAL NETWORK THEORY**

After it has been determined that trade fairs are in fact a social network (Rosson & Seringhaus, 1995; Ling-Yee, 2006; Ling-Yee, 2007), one can draw implications from social network literature for trade fair management. The first important finding is the distinction between differing qualities of relationships: social network researchers distinguish between strong and weak ties (Granovetter, 1973, 1983). Strong ties are defined as close friends, while weak ties are comparable to acquaintances. Transposed to trade fair settings, this would mean that a strong and long-lasting business relationship is a strong tie, while a weak tie is a casual relationship, like the one between an exhibitor and a non-buyer who is only requesting information from a booth. Both have untapped potential that can be leveraged through relationship learning (Ling-Yee, 2006). Granovetter (1973) argued that the strong ties of an entity within a social network are far more likely to have strong ties with each other than corresponding weak ties. However, as each of the weak ties must have a network of strong ties, which are consequently not acquainted with the original entity, each weak tie becomes an important

access point to making new strong ties, and thus generating value, whereas an entity with only strong ties will be confined to a closed network of information and will be deprived of the opportunity to obtain valuable information in new relationships (Cross, Thomas, Dutra & Newberry, 2007). This process has been analysed by Borgatti and Cross (2003) with a study that replicated the theory of strong ties and enhances it with the important realisation that ties are not only created due to a need for information but also due to trust in the information source, ease of access and cost of contact, which can come from various sources – be it the cost of a telephone call, the time it takes to communicate or the perceived effort it takes to initiate a meaningful conversation with a person.

The implications for trade fair attendees are logical: strong ties generate sales and long-lasting business opportunities. Due to the relatively high investment or required to keep and develop strong ties, they are few in numbers (Granovetter, 1983; Berry, Brower, Choi, Goa, Jang, Kwon & Word, 2004). Weak ties are acquired cheaply and casually. A leaflet handed out to a non-buyer at an exhibitor's booth generates a weak tie. This weak tie might share information about the exhibitor with members of the buying centre of his firm or with strong ties at other firms, who in turn might return to the exhibitor's booth with a request for more information. Few settings provide access to as many weak ties as a trade fair (Ling-Yee, 2006). Every visitor might be a potential weak tie that can be used to access his own network and generate new business opportunities. The goal of trade fair organisations should be to facilitate this generation of usable weak ties by inviting suitable visitors, carefully selecting exhibitors and providing sufficient white space between booths for visitors and exhibitors alike to exchange their thoughts. The trade fair should also offer a setting that encourages trust, gives easy access to knowledgeable visitors and avoids high contact costs to maximize information sharing between attendees (Borgatti & Cross, 2003). Considering the previously discussed principle of homophily (McPherson et al., 2001), the advantage of trade fairs becomes even more obvious: Whereas most other environments complicate the search for a sufficiently homogeneous business partner, trade fairs facilitate this vital step of establishing a relationship by creating a homogeneous environment that fosters interaction between professionals with the same sociological background.

Trade fair organisations could profit immensely from the ability to chart and analyse an eventual social network underlying their trade fair. Research by Cross, Borgatti and Parker (2002) has shown that peripheral players, i.e. those members of a social network that have the fewest strong and only a few weak ties, are at high risk of dropping off and leaving the network altogether. An exhibitor that does not feel that the trade fair contributes enough to his or her personal goals will certainly feel that the money spent on participating in the trade fair was a waste and reconsider a second attendance (Tanner & Chonko, 2001). However, if the exhibitor is proactively identified as an isolated member of the social network, subsequently approached by the organisation, and more tightly integrated, he or she can participate in collaborative and information-sharing processes (Ling-Yee, 2006). While most types of distinctions that detract participants from forming configurations, which are discussed in recent social network research literature, are related to factors such as race, religion or age (McPherson et al., 2001), and thus do not need to be considered within a trade fair context, the other governing factors of education, occupation and position within networks should be exceedingly important for trade fair organisations. Lawrence (2000) has shown that we prefer to interact with people that we compare ourselves to, whose opinion we value, and who we aspire to be. Consequently, trade fairs need to create a setting that allows attendees to interact with experts from the same field and with an appropriate social standing within the network to facilitate communication and the exchange of ideas.

Such an exchange of thoughts increases the social market value of an attendee, a phenomenon that has been observed in political environments (Putnam, 1993). Social market value, or social capital, “is defined as a player’s reputation for being cooperative in a social network” (Annen, 2003). Having social capital is an economic advantage, as members of a social network with a comparatively high amount of social capital are more likely to be offered cooperation with another firm within the network. Having a high amount of social capital is therefore generally desirable and should be one of the core foci of a trade fair attendant. In today’s world, where a rather large part of important work is achieved within social networks, both formal and informal (Cross et al., 2001; Cross et al., 2007), this gain in social capital might be even more desirable for a trade fair participant than a direct increase in revenue through order intake. Enabling and fostering the creation of social capital through intelligently grouping attendees and



exhibitors, and creating environments, which encourage knowledge sharing and collaboration, should consequently be a trade fair organisation's ultimate goal.

### **2.4.3. RELATIONSHIPS AT TRADE FAIRS**

In order to understand how social capital is generated in a trade fair setting, one first needs to understand the nature of relationships at a trade fair. According to Godar and O'Connor (2001), trade fairs are mostly seen as an information source for sellers and buyers alike by marketing researchers. They postulate a model of dividing customer attendance groups into three significant core institutions with specific long-term and short-term goals. Taking this research even further, Ling-Yee (2006) assumes that it is common knowledge that relationships are a continuous learning process. Using this axiom as a foundation, she introduces the hypothesis that trade fairs as one of the key stages for forming and maintaining good relationships can greatly profit from understanding the mechanics behind relationship learning. By combining both theories and basic common sense, one can come up with four different types of trade fair attendees and relationships, which shall be discussed in the following section.

Godar and O'Connor (2001), as well as Berne and Garcia-Uceda (2008) believe that the rising number of trade fairs today makes the decision over participation at a specific event for visitors as well as exhibitors increasingly complex. As attracting a large number of visitors is a trade fair's main objective (Cox, Sequeira, & Bock, 1986), all trade fairs vie for attendees by trying to create the environment that best satisfies their needs. Consequently, one way to identify actors within a trade fair environment is to classify them using attendee motivations behind choosing a specific trade fair, and the whole associated framework of drivers for trade fair attendance.

The first group of attendees are visitors. According to previously cited Bello and Lohtia (1993), there are four visitor groups to be found at trade fairs: There are visitors who are not intending to buy, visitors who are committed to another vendor by a previous purchase, those visitors whose company is interested in buying, and visitors who can actually decide over an investment by their company, the so-called *buying-centre*.

These four groups can be consolidated into three categories – current buyers, potential buyers and non-buyers (Godar & O'Connor, 2001; Tanner & Chonko, 2001). Current

buyers as well as potential buyers are members of the buying-centre and decide over investments made by their company. However, one also needs to add another group: The trade fair exhibitor, who wants to sell to buyers or potential buyers by directly approaching them in the trade fair environment (Bello, 1992; Bello & Lohtia, 1993). One also has to note that exhibitors are not tied to their booth for the full duration of their trade fair visit and might decide to switch into the role of a non-buyer, or a potential buyer, especially if they have been sent to the trade fair as part of a motivational activity, or are looking for information and market insights (Tanner & Chonko, 2001).

Berne and Garcia-Uceda (2008) postulate that trade fair attendees especially value optimal conditions for the interaction between exhibitors and visitors (Munuera & Ruiz, 1999), even over well-known factors like the reputation of the trade fair (Kijewski et al., 1993), the image of the trade fair (Shipley & Wong, 1993), feedback of past and future trade fair events (Swandby & Cox, 1980; Swandby, Cox, & Sequeira, 1990), and the amount and quality of information professional visitors receive from trade fair organizers and various other sources (Golfetto, 1988). Consequently, one of the main factors for trade fair participation on the exhibitor side is the quality and quantity of trade fair attendance numbers (Faria & Dickinson, 1986; Browning & Adams, 1988; Kijewski et al., 1993). The quality of visitors is judged by their role in the company decision-making process (Bello, 1992; Bello & Lohtia, 1993). However, it is not evident that this behaviour can be expected on the visitor side as the quality of exhibitors is supposed to be a given. An issue that concerns both sides of the buyer-seller-dyad is the attendance of competitors (Dekimpe et al., 1997), which might even compel them to participate (Godar & O'Connor, 2001) as it allows them to observe their competitor's activities (Shust, 1981).

However, one has to note that most interactions between visitors and exhibitors in this research context are restricted to a sales perspective, where only a handful of authors factor the dimensions of information sharing and relationship building into trade fair attendance motivation (Godar & O'Connor, 2001; Tanner & Chonko, 2001; Ling-Yee, 2006). In most previously discussed trade fair research, attendance decisions made by the attendee are only seen to be influenced by two major marketing and sales goals: customer acquisition and retention (Blattberg & Dayton, 1996). Later research shows

that trade fair participation has moved away from making purchasing decisions and has changed towards maintaining professional relationships (Blythe, 2002). This paradigm shift means that visitors and exhibitors are out to gather as much of the right information as possible (Sharland & Balgoh, 1996) and that attendees try to get to know their business partners (Berne & Garcia-Uceda, 2008). They also use trade fairs for preparing for a buying decision and securing the companies position within the market (Rosson & Seringhaus, 1995). All of these objectives culminate in establishing and maintaining professional relationships through trade fairs (Bello & Lohtia, 1993).

According to Godar and O'Connor (2001), each buyer category supposedly has two distinct motives, one long-term, and one short-term. Knowing those motives, a seller can and should adapt his presence at a trade fair to buyer requirements. If a designated current buyer who is trying to reaffirm his buying decision with the company visits their exhibits and praises the positive aspects of the product he purchased, therefore reducing any doubts about his decision, sellers should focus on him and steer him to a meeting place where he can share his recommendations with potential buyers. However, this is only possible if the trade fair organisation creates ample meeting spaces, which satisfy these requirements.

To compliment these findings, Berne and Garcia-Uceda (2008) employed a two-part questionnaire, which obtained general information about the surveyed participant, and then went on to ask about the process considered within the company when making a decision about attending any future trade fair. The ensuing trade show evaluation model is based on the answers given for each category in the questionnaire, which are translated into factors, which were split up into the attendee's perception of the trade fair, the attendee's marketing objectives, and the perceived costs. One factor for example is related to the perception of the trade fair, and tells the evaluating party if the trade fair is perceived as a vertical trade fair and if it is a sector leader.

During the evaluation of the questionnaire, Berne and Garcia-Uceda (2008) discovered that half of the surveyed retail companies identify themselves as regular trade fair visitors, or intensive users (Rosson & Seringhaus, 1995) that rely on trade fairs for creating and maintaining business contacts. Consequently, there was a list of disparities between

the empirical research and the sales-oriented trade fair objectives found within established trade fair literature (Bello, 1992; Bello & Lohtia, 1993).

Most striking was that most of the exhibitor objectives are not relevant for trade fair visitors, e.g. customer acquisition and retention. Also none of the elements associated with marketing research influence visitors' trade fair attendance decisions, while visitors do not expect to make purchases at trade fairs (Berne & Garcia-Uceda, 2008). This contrasts with the established view that every visitor has at least a hidden buying intent (Tanner & Chonko, 2001; Smith & Gopalakrishna, 2004).

In their conclusion Berne and Garcia-Uceda (2008) postulated that their research had created a model for use in further research concerning trade fair attendance decisions. They also pointed out that a shift in the marketing orientation of companies from driving sales to maintaining business relationships had changed the decision making process of professional visitors. This was evident by the non-relevance of the probability of generating an opportunity for the trade fair attendance decision.

The authors concluded that trade fairs are perceived as a far better marketing research tool for exhibitors, but much less so for visitors (Berne & Garcia-Uceda, 2008). It was shown that marketing objectives were rated almost twice as high as the costs of attendance while the perception of the trade fair itself was rated two-thirds as high as the marketing objectives. This is coherent with previous research done on the subject (Kijewski et al., 1993). Supported by a strong and thorough empirical framework, Berne and Garcia-Uceda (2008) pointed out interesting new trends within the trade fair attendance decision process within professional visitors. As attracting more professional visitors is a key factor in improving the trade fair value perceived by exhibitors and other visitors alike (Swandby et al., 1990; Bello & Lohtia, 1993) these trends might lead to valuable managerial implications. They show that facilitating the interaction between visitors and exhibitors as well as between visitors and other visitors is vital for trade fair success (Rice, 1992; Godar & O'Connor, 2001; Ling-Yee, 2006; Berne & Garcia-Uceda, 2008).

However, there is also a factor, which hinders the global validity of the Berne and Garcia-Uceda's (2008) research: They only focused on a specific region in Spain and

therein only on small and medium businesses. However, their discovery of the irrelevance of making actual purchases at trade fairs points towards the paradigm shift in today's trade fair, which was already theoretically postulated by Rice (1992). The trade fair is less of a sales stage, but more of a staging ground for relationships, which are subsequently defined through a common language for categorising trade fair attendees and their interaction amongst each other (Godar & O'Connor, 2001). The trade fair of the past, which was focused on buying, selling, and competitor research, has turned into a breeding ground for social connections that are conversely focused on buyer groups (Ling-Yee, 2006), but not yet on collaboration and innovation.

Still, the importance of relationships between trade fair attendees has been realised (Rice, 1992; Godar & O'Connor, 2001; Ling-Yee, 2006; Berne & Garcia-Uceda, 2008). Facilitating and aiding visitors as well as exhibitors in meeting and bonding with each other seems to be one of the key factors driving trade fair success for a trade fair organisation, at least in a sales context (Ling-Yee, 2006). Another interesting point made by the Berne and Garcia-Uceda (2008) is the diminished importance of traditional sales objectives for making a trade fair attendance decision. Visitors seem to recognise that scoring a quick opportunity has strongly diminished in value compared to establishing a long-lasting and fruitful business relationship. However, it is still unclear how these relationships should best be leveraged for areas other than sales and marketing – namely the dimension of information sharing.

#### **2.4.4. RELATIONSHIP LEARNING AT TRADE FAIRS**

A relationship is a mutual learning process (Ruekert & Walker, 1987), defined by three different forms of relationship learning, namely learning through sharing information, learning through joint sense making and learning by developing relationship-specific memories, with the aim of developing a theoretical foundation for explaining relationship-based learning processes at trade fairs.

According to Sinkula (1994) and Slater (1995), relationship learning via sharing information is defined by an exchange of information between buyer and seller with the intent of influencing each other's behaviour. This exchange of information happens at trade fairs through seminars and lectures arranged by trade fair exhibitors with the intent of bringing information about products to a specific target group.

Conversely, learning via joint understanding consists of an activity in which buyers as well as sellers participate in a process of gaining identical intelligence from a certain piece of information. Ling-Yee once again relied on a quote from Selnes and Sallis (2003) to support her argument that cooperation between both parties of the customer-supplier relationship dyad is required to achieve successful joint understanding.

The last form of relationship learning – developing relationship-specific memories – is defined by the creation of a shared memory pool between buyer and seller, which once again could influence both parties' behaviour (Jones, Chonko & Roberts, 2003). This memory pool can take the form of databases stored within IT-supported CRM solutions as well as platforms that are social links between seller and buyer. The most unique aspect of relationship-specific memory according to Selnes and Sallis (2003) is the fact that they are external to any companies' organisation.

To confirm and understand these three patterns of relationship learning, Ling-Yee (2006) created a series of statistical tests. She relied on detailed questionnaires given out to more than four hundred established buyer-seller relationship dyads monitored over a series of Chinese trade fairs. The author used a study devised by Selnes and Sallis (2003) compared to a scale inspired by Grayson and Ambler (1999).

For consolidating relationship-learning mechanics, one can rely on the channel learning perspective, a common apriority formulated by Lukas, Hult, and Ferrell (1996), which assumes that relationships between exhibitors and their visitors continue after the trade fair. The assumption that relationships persist beyond the trade fair can be expanded by assuming that the relationship learning process is further defined by a relational and an activity context (Ling-Yee, 2006). Exhibitors and visitors would form a consensus over the outcome and importance of their relationship learning and act accordingly, a process, which is defined as collaborative commitment by Morgan and Hunt (1994).

Collaborative commitment ensures the motivation to combine knowledge, thus greatly enhancing relationship learning (Nahapiet & Ghoshal, 1998; Tsai & Ghoshal, 1998). Ling-Yee (2006) concluded that collaborative commitment also has a positive effect on relationship learning at trade fairs, as a consensus of views between exhibitors and visitors can also have a decidedly positive effect on this process. Cohen and Levinthal

(1990) showed this in a study, which determined the biggest advantage for relationship learning as a consensus on the outcome of a relationship between channel partners.

Ling-Yee (2006) also analysed a process called “Collective Inquiry” (Lukas et al., 1996). She described it as the undertaking of activities to map out knowledge, challenge inconsistency of knowledge and improve stock of knowledge. Building upon research done by Tanner and Chonko (1999), she concluded that the practice of collective inquiry if undertaken by exhibitors has a positive effect on relationship learning at trade fairs.

The final consensus found within contemporary trade fair research concludes that the primary purpose of a modern trade fair is to be a way of connecting buyers and sellers (Bello, 1992; Bello & Lohtia, 1993; Rosson & Seringhaus, 1995) and that relationship learning at trade fairs has a positive effect on the performance outcomes of the relationship after the fairs (Ling-Yee, 2006), if it is driven by the following relationship efficiency co-efficients:

- Relationship learning via information sharing.
- Relationship effectiveness by joint sense making.
- Overall relationship performance by relationship-specific memory.

Ling-Yee (2006) derived a series of management implications from these facts, which are all closely connected to the three basic relationship-learning mechanisms previously defined. Most notably she recommended the evaluation of possible partners to find the partner which most closely matches the company's profile to generate a consensus of views and therefore a strong drive on both sides to make the best use of the information available to the buyer-seller dyad. In defining a matching partner profile one could rely on the list of buyer attendance types by Godar and O'Connor (2001), or Bello (1992) and his role theory approach, which was defined in subsection 2.2.4.

Ling-Yee's study certainly offers an interesting approach for qualifying the success of trade fairs for exhibitors and visitors alike. Her statistical and empirical work is very detailed and adheres to the highest standards while still offering improvements on her

research approach for others. Her choice of sources is valid while she relied on a priority knowledge to support her hypotheses.

Taken together with the work done by Godar and O'Connor (2001), it offers interesting new management approaches supported by a strong scientific foundation and reveals the power trade fairs have on the development of relationships and social ties. The authors also proved that nothing surpasses the capability of social networks and their organisational memory when it comes to sharing and utilizing information (Cross et al., 2001; Jones et al., 2003).

#### **2.4.5. TRADE FAIRS AS SOCIAL NETWORKS**

However, in light of the discoveries described previously, is this two-dimensional view of relationships at trade fairs sufficient? While Ling-Yee (2006) and Godar & O'Connor (2001) focused on buyer-seller dyads, should the context not be expanded to analysing the relationship dynamics at the whole trade fair, not just a subset of buyers and sellers? In the end, established trade fair research always tries to discern distinct buyer-seller relationships that try to reduce trade fair attendees to parts of buying groups that can be exploited accordingly (Bello, 1992; Bello & Lohtia, 1993). The needs of members of the trade fair social network are far more diverse. According to Granovetter (2005), actors within every social network – including a trade fair – are looking for three things: (1) Information, (2) confirmation and (3) trust. Buyer-seller dyads have been woefully underexplored when it comes to these goals, even if they seem to be contained within the third goal, trust. The most common expectation towards relationships in the context of buyer-seller dyads are better prices and conditions, which are achieved by learning more about the other party (Ling-Yee, 2006). However, due to the previously discussed decline of direct sales within the trade fair environment, the other two goals, information and confirmation, should be pre-dominantly examined (Berne & Garcia-Uceda, 2008).

The first goal, the need for information, has been deeply analysed in trade fair research (Rosson & Seringhaus, 1991; Bello, 1992), especially in conjunction with buying processes. However, the exchange should go further: Common types of information that are shared within business-oriented social networks are best practices, problem solving techniques and new, maybe even innovative, ideas (Cross et al., 2001). A network that

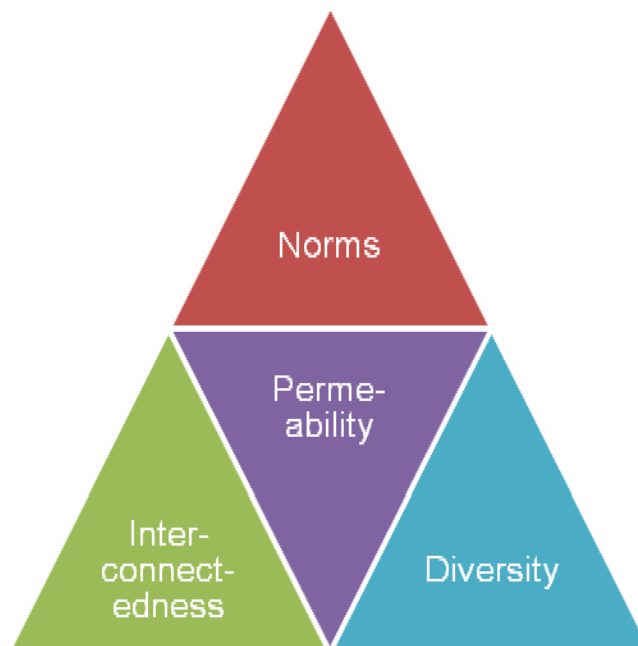


enables this kind of information sharing has to fulfil the following set of requirements (Granovetter, 2005):

- Norms and network density.
- Diversity.
- Interconnectedness
- Permeability.

These requirements are also shown in Figure 2.4.

**Figure 2.4 Components of a successful social network according to Granovetter (2005)**



The first component – norms and network density – is fairly self-explanatory. First of all, the network needs to have enough members that exchange information. These members need to adhere to a loose set of rules and norms to avoid degradation of the network into anarchy. In a trade fair context, this means that a certain number of people need to attend, and that the trade fair organisation has to make sure that all attendees have space and possibility to exchange their thoughts.

Diversity is then needed to make sure that information exchange is not solely for its own purpose but that members of the social network are challenged with a wide variety

of networking activities. As Granovetter (1985) notes, not every social activity in an economic context is utterly rational. Successful interaction within social networks requires not only direct and immediate economic gratification, but also a subjective increase in social capital, and the joy of forming a successful relationship with someone else (Putnam, 1993). Trade fair organisations consequently need to use after-fair socials and extracurricular activities to foster these kinds of non-economic exchange to make sure that the desired outcome – economic collaboration – can actually happen (Godar & O'Connor, 2001; Ling-Yee, 2006).

The third component of interconnectedness, which has been extensively analysed by Burt (2002, p. 34f), is called “Structural Holes” in his work. It basically describes the need for white space within every social network to avoid over-socialization and consolidate information within networks of people with strong ties with each other. While members of a cluster within the social network might only have weak ties to another cluster across the structural hole, these ties still serve as a connection that allows information and collaborative effort to flow from one network cluster to the other (Ahuja, 2000). This duality of strong and weak ties is necessary to avoid the loss of time and efficiency due to redundant information (Jones et al., 2003). Trade fairs are perfect examples for structural holes, as they connect groups of strongly intertwined individuals through weak ties, and thus force an exchange of ideas.

The previous point has already outlined the last and most prominent criteria for a well-oiled and productive social network. What Granovetter (1973,1983,2005) affectionately calls “The Strength of Weak Ties” emphasizes the importance of these weak ties that straddle structural holes to facilitate the exchange of information between distinct clusters of strong ties within a larger social network. Without these weak ties, which are permeable to information and allow it to spread between different groups from differing backgrounds and sectors, no true progress is possible (Kavanaugh, Reese, Carroll & Rosson, 2005). Enabling permeability, however, is not simple: Social events and discussions often only trigger an exchange between the most vocal members of a group, who are not necessarily the ones holding the knowledge. Making everyone’s voice heard should thus be the most important goal for anyone designing a social network with the intent of fostering knowledge sharing (Cross et al., 2007) – such as a modern trade fair.

Recent years have seen a pivotal point in trade fair research. Trade fairs have matured from being a tool for facilitating sales, to being an information source, to one of the best stages for creating and developing relationships (Godar & O'Connor, 2001; Ling-Yee, 2006). Where trade fair success had only been measured in hard facts like sales quota and the number of leads generated, it now has to be measured in soft characteristics like the quality of the relationships created at a trade fair and the amount of knowledge a company has gained (Berne & Garcia-Uceda, 2008). By transposing social network theory onto trade fairs, which is an expansion of the side note proposed by Rosson and Seringhaus (1995), the network presence of a member of the trade fair network also has to be considered. Consequently, the research direction for the next generation of trade fair research and the analytical part of this work is logical: Trade fair organisations have to create a setting in which visitors and exhibitors alike can improve their standing within the trade fair social network, and thus their social market value.

## **2.5. DELIVERING TRADE FAIR INNOVATION**

### **2.5.1. ANALYSING TRADE FAIRS USING SOCIAL NETWORK ANALYSIS**

One of the most defining characteristics of social networks is said to be the way in which they encourage innovation. As trade fairs are social networks, trade fair organizers should be able to foster the growth of innovation by creating corresponding conditions.

**Figure 2.5 Fostering innovation through social network analysis, knowledge allocation and collaboration at trade fairs**



To create those conditions, four important factors have to be considered, which are displayed in Figure 2.5. The first factor is the analysis of trade fairs using the methods of social network analysis to create a basis for further steps (Cross & Parker, 2004). The second factor is the way knowledge is dispersed in the trade fair network, making sure that it is accessible to participants (Cross et al., 2002). The third factor is the processes involved in practicing collaboration in social networks (Ahuja, 2000). The fourth and

final factor is the concept of innovation and the processes associated with it (Amidon, 2008). The following chapter will briefly describe the idea behind social network analysis, describe the way knowledge is allocated within social networks in respect to trade fairs and analyse the connection between trade fairs and similar social networks, as well as the possibilities for collaboration and growth of innovation.

Building on the theory of weak ties within social networks, social network researchers began developing a method for determining the state of a social network and the social configurations within it. Hanneman and Riddle (2005) differentiate between two kinds of data for this approach to social network analysis, considering conventional social data like age and gender, as well as networking data, i.e. the relationships between members of the social networks. These relationships represent the social configurations or “ties” defined in social networking literature (Granovetter, 1973; Granovetter; 1983). The social network is then defined as a net of nodes, wherein the nodes represent the actors within the social network, and the frequency of quality of the information these nodes exchange can be translated into the strength of their relationship (Annen, 2003).

According to Otte and Rousseau (2002), social network analysis central results are the differentiation between (1) density, (2) centrality and (3) cliques. Density, put simply, indicates the number of connections between the actors in a social network (Scott, 1991). To follow the language of Granovetter, higher density signifies a higher number of strong ties and a reduced number of weak ties. The measure of centrality is closely related to density. Centrality shows the number of connections a node evidences. High centrality means that a node is very well connected and has formed strong ties with a large number of other nodes. One could also extrapolate that a high centrality value is an indication for the relative importance of an actor in a social network (Cross & Parker, 2004). The last measure proposed by Otte and Rousseau (2002) might also be the most interesting: Cliques are a set of actors that are interconnected with each other. Cliques – or networks of strong ties – can be expected to contain valuable information that might benefit the network as a whole and should thus be accessed by fostering weak ties with other cliques to expand the network (Granovetter, 1973, 1983).

Analysing social configurations using these metrics reveals the dynamics they exhibit when information is exchanged and points out the flows of knowledge within any net-

work (Cross & Parker, 2004). Actors can map the true sources of the information they receive from their strong links by cataloguing the directions of information flows within nodes, often revealing the true sources of knowledge within their network, not only information aggregators (Cross et al., 2007). Consequently, if trade fairs are to serve as hubs of knowledge, one has to catalogue their knowledge dynamics using social network analysis to offer a basis for true collaboration by bringing together knowledge creators instead of knowledge collectors.

### **2.5.2. KNOWLEDGE ALLOCATION IN TRADE FAIRS**

Knowledge is by its nature restricted. Members of an organisation will have to leverage the knowledge of other players connected through strong or weak ties in order to fulfil a task (Cross & Parker, 2004). Using this premise, Cross et al. (2001) attempted to map the flow of information through social networks. They discovered that a member of a social network will consider four aspects before starting an inquiry for knowledge — the nature of the knowledge he needs, how to access the knowledge, the personality of his information source and the nature of his relationship with the knowledge giver. As actors will not be aware of all of these aspects, they will need to be enabled by giving them the information available on other members of their social network (Burt, 1992; Cross & Parker, 2004).

These observations have been proven and expanded into strategic networking theory. Members of social networks tend to expand their own personal network according to the laws of knowledge dynamics, trying to form strong ties with the most knowledgeable members of their personal network (Burt, 1992; Ahuja, 2000; Galeotti & Sanjeev, 2010). As trade fairs are already known to be centres of knowledge creation and accumulation (Ling-Yee, 2006), one can safely assume that they might exhibit the same dynamics as regular social networks, serving as a source of new and improved knowledge for their industry. However, it has been shown (Hansen, 2004) that most attendees of trade fairs simply aim to gain knowledge, not to share it. This predicament has to be overcome by showing members of the trade fair social network the advantages of collaboration by knowledge sharing.

### **2.5.3. COLLABORATION THROUGH SOCIAL NETWORKS**

A lot of researchers focus their scientific work on the way social networks support collaborative efforts within various industries. Since trade fair researchers have so far mostly omitted the implications of social network theory from their work (Rosson & Seringhaus, 1995; Godar & O'Connor, 2001), other examples of research into collaboration through social networks have to be discussed in order to be able to draw parallels. Groupware designers, who coordinate a restricted environment of high-powered professionals similar to the environment of a professional trade fair, use visualizations of social networks to find and foster connections between engineers and enable collaboration between users of their products (McDonald, 2003). By analysing and interpreting connections between individuals within the social network, groupware systems recommend collaboration on a project to users with a seemingly strong tie connecting each other. The user can then either initiate contact or remove the contact from his network if he does not want to collaborate with him on a specific project.

This automated approach has a series of downsides: (1) users are generally presented with more viable contacts by social network analysis than they deem relevant for themselves (Nardi et al., 2002), (2) viable choices outside of the automatically detected social network are left out (McDonald, 2003) and (3) social criteria are factored as more important than the actual compatibility of the network members (Cross et al., 2001).

However, automated social network analysis also has distinct advantages when it comes to collaboration: it shows knowledge and compatible persons behind weak ties, which an individual would never follow up on and thus opens up new possibilities for collaborative effort (Cross & Parker, 2004).

Collaboration in a trade fair setting might profit from the introduction of automatic social network analysis. As trade fairs provide attendants with a lot of weak ties in a short amount of time, attendants might be able to analyse their weak ties to find the partial network behind each link that would suit their purposes best (Berry et al., 2004). Automatic social network analysis would have to be dynamic, transparent and understandable from the users perspective to be widely accepted (McDonald, 2003).

#### **2.5.4. DESIGNING A COLLABORATIVE SOCIAL NETWORK**

As previously stated, designing a social network with the goal of knowledge exchange in mind is inherently difficult. People are more intent on gaining knowledge than sharing; knowledgeable members are often too shy to vocally announce their insights; and weak ties are not always obvious to all members of the network. The first step for building a specifically tailored knowledge-sharing network is charting the existing social configurations. These are not always obvious and often have to be interpreted from other data sets. According to Barabasi et al. (2002), the depiction of all professional social links between academics for example can be interpolated from scientists citing each other in their works. This network has distinct characteristics — its purpose is to spread information (Newman, 2001), the relations of future actors within the network is predictable by analysing the existing network (Liben-Nowell & Kleinberg, 2007), the social network can be divided into distinct partial networks (Koku, Nazar, & Wellman, 2001) and it consists of strong and weak ties interconnecting partial networks (Newman, 2004).

All of these characteristics also apply to the trade fair social network. Therefore, we can conclude that the trade fair social network reacts similarly to the scientific network and that any findings applicable to the scientific network can also be applied – albeit in a modified version – to the trade fair social network.

Hossain and Fazio (2009) point out that the scientific social network has a distinct advantage to other social networks; connections between network members are evident through citations and co-authorship. Citation networks are social networks, in which the actors are linked through collaboration on papers. Actors are linked to each other by being cited by other authors. The social market value of an academic is often determined by the amount of citations his papers receive (White & McCain, 1989). Academics are in turn also slightly more likely to cite papers by authors who cited them (White, Wellman, & Nazer, 2004). As a citation does not imply that the authors have a long-lasting relationship and often happens inter-disciplinary (like in the context of this work), it fulfils the definition of a weak tie (Granovetter, 1983). Citation networks are therefore networks of weak ties. Co-authorship networks are another form of social network, which consists of the ties formed between academics, who have co-authored

each others works (Newman & Park, 2003). Co-authoring is done voluntarily by all committed parties and can therefore be considered a form of direct collaboration (Barabasi et al., 2002). It is also considered a sign of a strong professional relationship between academics, which often lasts over the course of multiple publications and within a limited field of research (Barabasi et al., 2002; Newman, 2004). Co-authorship networks therefore consist of strong ties (Granovetter, 1983).

Hossain and Fazio (2009) did a thorough analysis of a partial network within the scientific community to determine the impact of citations, which this work identified as weak ties, on the amount of collaborations by co-authoring, which were defined as strong ties. They showed that the output of the scientific community, which was measured in completed papers, increased with the amount of strong ties between academics within the network. One can therefore conclude that strong ties lead to collaboration, which in turn leads to more productivity. Their research also showed that the existence of weak ties will not necessarily lead to the creation of a strong tie, but that a large amount of weak ties was more an indication of the worth of an individual academic to the scientific community.

As the scientific social network is not inherently different to the trade fair social network (as evidenced by the common goal of information sharing), one can transpose the findings of Hossain and Fazio (2009) onto the trade fair social network. Strong ties lead to the generation of value by increased productivity, which could be interpreted as an increase in sales quota or the generation of leads (Bello, 1992; Bello & Lohtia, 1993; Ling-Yee, 2006; Ling-Yee, 2007). Weak ties constitute the social capital of an entity within the trade fair social network and can (but do not have to) lead towards a strong tie. However they still constitute a possible bridge towards an entirely different partial social network within the trade fair and are therefore inherently valuable (Cross & Parker, 2004).

### **2.5.5. INNOVATION THROUGH COLLABORATION**

In the past years, there has been a major shift in the way in which businesses create value as more and more entrepreneurs discover that innovation does not happen by accident, but is a manageable process that can be influenced through proper understanding and planning (Miller, Olleros & Molinié, 2008). Whereas previous generations gener-



ated value through their own value chain without anything apart from competitive interaction, modern companies are expected to compete in the market place by “sharing and leveraging one another for mutual success” (Amidon, 2008). This premise is not new. Almost seven years ago Schein, DeLisi, Kampas, and Sonduck (2003) postulated that efficient innovation through collaboration would trump the isolated competition. Nations already act according to this principle by forming international think tanks to maximize their innovative capability, while corporate decision makers still rely on their own independent research.

Progressive managers need to consider the processes of organisational learning within their firms. External stakeholders all along the value chain (suppliers, distributors, customers and even competitors) should be included in all innovation processes (Baldwin & Clark, 2000). A common concept is the substitution of financial capital as the measure for a firm’s success through intellectual capital (Kessels, 2001). Amidon, Formica and Mercier-Laurent (2006) wanted to achieve this goal by introducing three laws of knowledge dynamics to industrial organisations:

1. “Knowledge is [...] the most valuable resource of any company.”
2. “Innovation encompasses the full spectrum from creative idea generation through full profitable commercialisation. Successful innovation depends on converting knowledge flows into marketable goods and services.”
3. “Collaboration replaces the competitive paradigm [...] with win/win benefits, based on pooling competencies.”

These laws of knowledge dynamics underline the importance of knowledge by asserting that knowledge is as valuable or even more valuable than money for today's economy (Drucker, 1993; Castells, 1998). It has been proven that knowledge is intrinsically important for the process of value creation, especially in the context of social networks in the business world (Möller & Svahn, 2006).

Under these circumstances one can compile a knowledge process that rests on four transitions. The process begins with the transformation of companies into communities that cooperate towards a common goal, all while being driven by a competitive spirit to ex-

cel in their field (Miller et al., 2008). At this point, knowledge will indeed be the most valuable good in the marketplace, replacing currency up to a certain extent (Kessels, 2001). Consequently, even though information exchange and collaboration will be limited by mistrust and territorial thinking in the beginning (Ahuja, 2000), it has been shown that the productivity of a social network rises with the level of cohesion between its members, as tensions fade (Reffay and Chanier, 2003). In the end, according to Amidon et al. (2006), communities will not only share information but much rather meaning. This means that due to the transient nature of knowledge, trust will be the predominant feeling in inter-community relationships – a notion, which takes us back to Granovetter (1973) and his theory of “The Strength of Weak Ties”.

## **2.6. SUMMARY**

The premise of value generation through the collaborative conversion of information into knowledge certainly has the potential to change the way we do business today (Drucker, 1993).

The trade fair social network enforces the creation of weak and strong ties between its participants. As social networks have been shown to enhance collaboration one can safely assume that trade fairs do the same. They are therefore potential centres of innovation whose creation has to be enforced by introducing the corresponding processes. The difficulties which are associated with integrating innovative approaches throughout entire industries, which Amidon (2008) proposes, are mitigated by the limited size, both in network members and space, of trade fairs. Consequently trade fairs are the perfect staging ground for testing the processes that might transform the way we create innovation throughout the industry.

However, the last sections have shown that trade fair literature is still very limited in its approach to modern discoveries in the social sciences. Reviewing the literature proves that there is an immense untapped potential in the modern trade fair – a potential that can unlock a reservoir of knowledge and innovation that is hidden to trade fair participants. In their constant striving to improve sales performance, trade fair scholars have limited themselves to analysing and reengineering sales processes and performing audience analyses. By applying the adaptive framework, sales personnel were given a tool for increasing their sales quota at trade fairs, which is still used today.

However, the findings and frameworks discovered over the years can also be applied to the relationship components of trade fairs by pointing out the relationship dynamics between trade fair visitors and exhibitors. This network of relationships leads to a new approach: social networks have shown a lot of potential for every member of a social configuration who knows how to harness their power. By combining the works of reputed social network researchers with the established trade fair literature, it becomes evident that trade fairs fulfil every characteristic of a social network, and must therefore contain the same potential for powerful collaboration towards achieving a common goal. The aims of this chapter have been achieved – the connection between generic social networks and trade fairs has been made, thus creating a sound scientific basis for creating the study that will endeavour to prove this connection. Furthermore, the underlying dynamics of intertwining social networks, knowledge sharing, collaboration, and innovation have been explored, with tangible results that underline the importance of social networks for the trade fair process.

Still, this connection has very rarely been considered in conventional trade fair studies, even though it bridges a gap between the trade fair as one of the most neglected research areas of modern social sciences and the rising importance of the knowledge economy. While it has been proven time and time again that trade fairs thrive on the search for information, and the exchange of knowledge, no one has yet developed a process for harnessing and exploiting this untapped pool of ideas.

The following chapter will be dedicated to crafting this exact process in the form of hypotheses that make the connection between trade fair management and the knowledge economy. These hypotheses will then be turned into a series of specific research questions that will be challenged with the corresponding research methodology in the form of a questionnaire targeted at the attendees of one of the world's most proliferating trade fairs.

While it seems that it should be easily applicable and the literature reviewed offers enough tangible evidence to postulate that trade fairs are a form of a social network, it has yet to be proven empirically that trade fairs actually exhibit all of these characteristics. Since it is clearly evident that social networks are a prerequisite for successful innovation processes, the existence of an underlying social network in the trade fair envi-

ronment has to be verified, before the managerial and scientific implications of these ideas can be discussed.

### **3. RESEARCH DESIGN**

#### **3.1. INTRODUCTION**

The literature review has shown that trade fairs might have the potential for a transition from a sales tool to an immersive social networking experience. While existing research proves that trade fairs have their clear merits as an instrument of sales managers around the globe and are a staple of relationship marketing, authors have only very rarely put trade fairs into a context with the findings of social network research. However, research by social networking scholars and authors from other fields proves that understanding and fostering social interaction has opened up unforeseen new possibilities in other sectors. Consequently, one has to analyse and formulate the implications of successfully applying findings from social network theory to trade fair design and organisations to fill the gap that has been discovered during the literature review. If it can be proven that trade fair attendees experience trade fairs as social networks, one can also, as has been shown in the literature review, expect innovative capabilities, which are required for designing a process environment that can leverage and foster this potential.

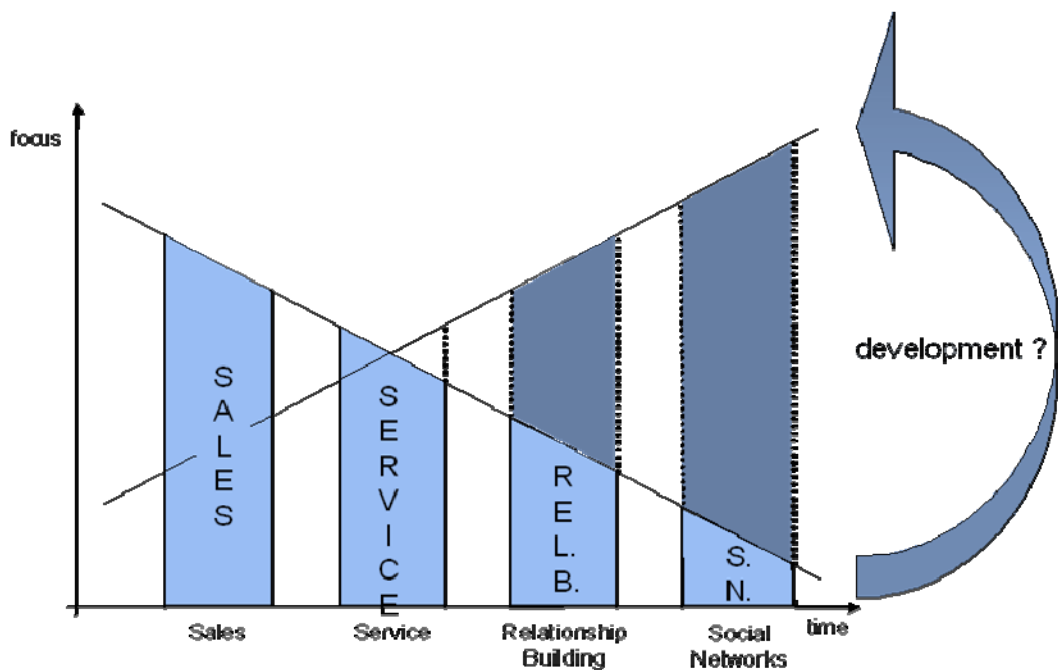
To this end, the discovered shift in trade fair research from organisational effectiveness towards customer orientation has to be further developed. This will be achieved by conducting an extensive survey among key stakeholders and high profile customers of one of the largest international trade fair organisations in Germany. The customer needs discovered in this questionnaire will serve as a basis to identify and analyse the most important future social networking aspects of trade fairs.

The survey is expected to verify the hypotheses made within this dissertation and will serve as a basis for formulating the eponymous processes for fostering and supporting innovation within and through trade fairs. After formulating the hypotheses, the following chapter will develop a methodology to analyse and evaluate the current situation within the trade fair environment. This methodology will be based on a combination of a paradigm, ontology and epistemology, which is going to be determined beforehand. Afterwards, an extensive questionnaire will be designed which will be distributed to a carefully chosen focus group.

### 3.2. HYPOTHESES

The main aim of this work is to improve trade fair success by identifying and defining the processes that have brought about change in recent years and developing them into a framework that incorporates the findings of the literature review, as well as the results of the questionnaire. As the literature review has shown, innovation over the last 20 years has changed the trade fair business dramatically – most notably with the advent of social network research. With regards to steadily increasing competition between regionally and internationally operating trade fair organisations, various types of trade fairs will dominate the future trade fair market. The research within this work will define the existing as well as the future demand and expectations towards successful business-to-business trade fair platforms.

**Figure 3.1 Paradigm shift in trade fair focus**



The general assumption is that we will see a turnaround of the latest innovations into dominant differentiating factors. There is evidence to suggest that the evolution of relationship building and social networks will develop trade fair models, which will integrate networking and collaboration into a platform that defines itself through the knowledge and innovation it brings to the market by connecting professionals, industry leaders and researchers. Figure 5 visualizes this shift by contrasting the trade fair organisa-

tion and its focus as understood by researchers from the 1990s with the focus expected today.

This paradigm shift is the basis for all the theses and hypotheses formulated in the next sections. It is based on the thorough analysis of the last 20 years of trade fair research conducted in the literature review, which has shown a steady decline of the sales and service dimensions in favour of relationship building and collaboration through social networks. Trade fair research however has barely considered this shift so far, while common sense would indicate that online social networks like Facebook and the general rise in interconnectedness through new media and permanent online connectivity have forced trade fair organisations to shift their focus from staging selling platforms to collaboration networks a long time ago. The rising prominence of keynotes by industry leaders, and discussions in trade fair promotional material over the last years underlines this trend.

The analysis conducted in section 2.2 clearly shows that the sales aspect of trade fairs has been a main concern for researchers for quite some time during the 1990s and is still the main focus of fairly recent works that have been developed in the last few years. However, other authors have discovered that selling within a trade fair environment has decreased over the last few years. Trade fairs are still considered as mainly a selling platform by most sales and marketing organisations, even though trade fair concepts have tried to foster collaboration and networking aspects. Now trade fairs offer an environment that connects people and fosters innovation without any of the distractions of the outside world. Good trade fair organisations ensure that all attendees are qualified for a discussion and that the program is specifically tailored to the needs of the members of the trade fair social networks.

Trade fairs offer a set of unique characteristics that is not shared by any other business-to-business medium. They force attendees to collaborate with experts from their own and other fields by bringing them together in a closed, interconnected environment. Following the reasoning of the authors discussed in the last section of the literature review, a gathering of great minds in a closed setting that is engineered to foster collaborative work will invariably lead to innovation. However, innovation generated at trade fairs might unlock even farther-reaching implications: If businesses discover new ideas

through trade fair participation and use the products derived from these ideas to advance the market, trade fairs will have actively participated in shaping the future business environment.

To summarise the above issues, three hypotheses were formed based on what has been learned from the literature:

- (1) The importance of trade fairs as a sales platform is expected to decline
- (2) Trade fairs exhibit the characteristics of a social network
- (3) The capability of trade fairs to generate innovation is a very valuable asset.

The first hypothesis is fairly self-explanatory: The literature review has shown that the selling dimension is only a small part of the trade fair experience for a majority of attendees. Consequently, less people attend trade fairs with sales goals in mind and trade fairs have to be structured differently in order to retain visitors and exhibitors. This restructuring of trade fairs and trade fair organisations should also already consider the implications of the second hypothesis. If trade fairs indeed exhibit the characteristics of a social network, trade fair organisations have to recognize these characteristics and reinforce them to enable and foster collaboration. The ensuing collaborative environment should finally create the innovative results that were predicted by the authors discussed in the last section of the literature review.

Trade fairs become think tanks that create innovation for all participating companies at a cost that is far lower than that of a dedicated research and development division. These innovations can have a broad range, from small improvements within business processes all the way to product ideas that might revolutionise markets. In the end, as the last hypothesis postulates, trade fair organisations should ask themselves if these innovations are not the core product their trade fairs should deliver and thus give rise to a valuable asset. This unique selling proposition of trade fairs replaces the sales platform that used to define them until the advent of new communication technologies, which made face-to-face meetings obsolete in most contexts.

These hypotheses – even though the research discussed in the literature review supported them – need to be proven. While empirical observations or a purely theoretical



approach would be feasible, the author of this thesis is in a position that gives him access to customers of one of the largest trade fair organisations in Europe, if not the world. Leveraging this access, a questionnaire was devised that was geared towards proving all of the above hypotheses by asking specific questions about attendees' feelings towards the trade fairs of the past and present, and their expectations for the future. However, before such a questionnaire could be designed, a thorough definition of the underlying methodology was required.

### **3.3. DEVELOPING A METHODOLOGY**

#### **3.3.1. CHOOSING A PARADIGM**

As the methodology outlines the approach that is taken towards the scientific inquiry (Creswell et al., 2003), every methodological discussion should begin with determining the underlying paradigm. The paradigm defines the scope of the research by describing the belief system that the researcher adheres to (Guba and Lincoln, 1994). Researchers can follow a variety of different approaches when choosing their paradigm. The most prominent choices are (1) positivism, (2) constructivism, (3) critical theory and (4) constructive empiricism, with positivism and constructivism being the polar ends of the research spectrum (Miles and Huberman, 1994). Each of these options shall be briefly discussed in this section before choosing the option that is most suited to this research approach.

Positivism describes the use of the scientific method to derive knowledge from research. It is solely based on empirical research and avoids interpretation to avoid delivering false results (Tenenbaum et al., 2011). If the results of an empirical study are non-conclusive, strict positivist researchers should refrain from interpreting results to generate a proof that is not solely based on empirical evidence (Kress, 2011). The criticism that is used against positivism is the philosophy that it tries to reduce every occurrence, even sometimes-irrational human behaviour, to strictly numerical proof. In scientific areas where most of the findings are based on soft facts like written answers to a questionnaire or interviews during case studies, strict positivism without interpretation is hardly possible, as it is very difficult to consolidate findings from theory and practice (Keiser and Leiner, 2012). Since the subject of this research work is a fairly modern area that heavily depends on interpretation and soft facts, strict positivism as a research

paradigm is not the best choice, even though positivism is the fact-oriented way to achieve empirical evidence. Results will create facts, which cannot be denied, even if the number of cases is high or very high, or if it is proven that the results are statistically relevant. Positivism does not allow intuitive attempts to influence the findings. Consequently used positivism would not even allow expert knowledge in interpreting the findings. Since it is important for the success of a study that industry professionals can relate to the content, a foundation built on actual practice is required (Hodgkinson, 2001; Kelemen & Bansal, 2002) As this work will analyse a quite specialised industry on the basis of a broad database, the positivistic approach will be adopted as a first step, but will be complimented by a second method as well.

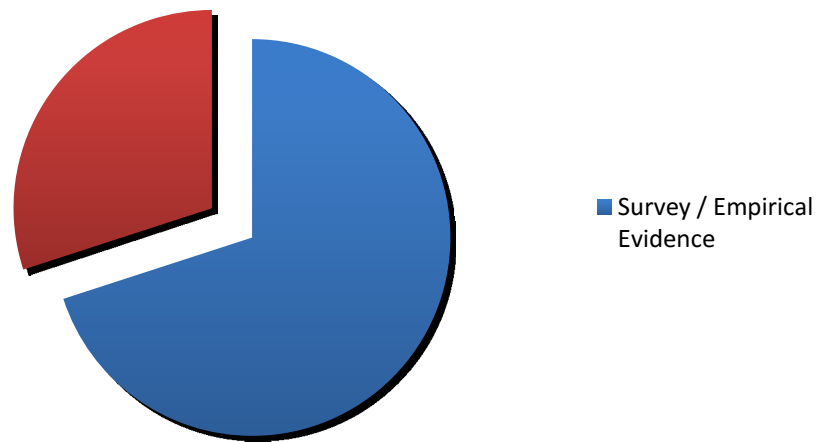
Constructivism is the polar opposite of positivism. While positivists believe that all scientific discoveries have to be explained and proven by using hard numerical evidence, constructivists insist that science is based on interpretation. Insights are always based on the eye of the beholder and the strength of his or her argument. However, another researcher with a stronger argument or a better technique of argumentation might be able to refute or even contradict the point of ones research, rendering the research effort useless. Strict constructivists forego empirical evidence in favour of interpretation. Schools of thought that have few or no options of generating hard, numerical evidence, like philosophy or theology, mainly use constructivism. As the business administration subject matter discussed in this work offers the opportunity to expand theoretical research through empirical methods, strict constructivism is too restricted to fully explore the research context.

The next common school of thought that might serve as the paradigm for this research is critical theory. Critical theory believes that a small group of findings allows researchers to extrapolate a common truth for a larger research matter. Critical theory, which has been made popular by the German philosophers of the early 20th century, is commonly used to derive a universally applicable social axiom from a small piece of existing empirical research. This extrapolation combines the strictly empirical approach of positivism with the argument-based approach of constructivism and might be suitable for analysing the implications of social networking theory on trade fair environments if only a small amount of data were available. However, since the study has access to one of the

largest trade fair organisations in Europe, a more extensive approach could be used that relies on large amounts of data. Using critical theory for this work would enforce the risk of remaining within the confines of already existing opinions instead of developing new knowledge. As this work will deliver findings based on a broad survey the incremental impact will be higher through a radical approach relying heavily on freethinking.

This approach could be constructive empiricism. This fairly new paradigm that was developed in the 1980s insists that science has to stay absolutely true to empirical data in order to be held accountable for its findings. Constructive empiricism relies on empirical studies to provide a high quality complete data record that can then be analysed using analytical methods. Contrary to strict constructivism, constructive empiricism realises the importance of empirical research as a basis to defend one's scientific findings (Denzin and Lincoln, 2005). However, it also recognises the need for a contextual interpretation of soft facts and is thus suited for research within the social sciences. This is why it is also sometimes referred to as “post-positivism” (Lehmann, 2011). Constructive empiricism dictates that the findings of this research effort will be analysed according to the highest standards and that no truths that are refuted by empirical findings will be accepted as a true result of this work. This will ensure that the hypotheses that hopefully prove the importance of socially integrated trade fairs for market innovation will not be easily contested.

**Figure 3.2 Research Methodology**



To underline the basic notion of this research, it makes sense to follow the positivistic approach in a first step, thus creating new scientific insights based on a high number of statistically relevant facts. This way will enforce a focus on delivering the necessary empirical evidence, which is above reproach. Afterwards, interpretation will require the use of constructive empiricism to deliver valuable results. The combination of both methods will allow this work to postulate empirical truth alongside a scientific discussion about the implications of the findings that might spark future research efforts. This combination of hard empirical evidence with a certain amount of interpretation is visualized in Figure 3.2.

All of these thoughts are based on the special circumstances surrounding the study. There is only very limited a priori knowledge about the trade fair industry, since very few works were dedicated to conducting relevant analyses about the future development of the sector. The specialists and knowledge bearers of the trade fair industry are the trade fair professionals, be they exhibitors, visitors and multipliers. They reflect the market, and therefore within the confines of this work hold the most relevant knowledge, which needs to be accessed by the study to create a representative picture (Starkey and Madan, 2001). The empirical evidence will be created with the result of the representative study based on nearly 2000 completely answered questionnaires. Assembling a believable prediction of the future on the basis of these empirical findings will only be

the first step on the way to utilising the full potential of the modern trade fair. As this study first and foremost strives to discover the future of the trade fair industry instead of primarily evaluating the past and current state of the market, constructive empiricism allows the creation of results that might serve as the cornerstone for an entirely new research direction.

### **3.3.2. ONTOLOGY**

The choice of paradigm goes hand in hand with a choice of ontology. Ontology, which is basically the choice between being a realist and being a relativist, determines how one chooses to accept reality (Lewis et al., 2009). Realists accept reality as a fact and will not try to refute it unless they are able to produce new data, which, without a doubt, leads to the development of new facts. Relativists, however, believe that reality and the knowledge it is based on has been created through human effort and is always subject to interpretation. A positivist scholar, for example, would choose to be a realist and only accept findings that are numerically provable, while a constructivist scholar would rely on the spectrum of interpretations a relativist world-view would offer.

Since the chosen research paradigm for this work combines certain traits of the positivist and constructivist schools of thought, the ontology for this research should also be a combination of both a realist and relativist worldview. One of these combinations is a school of thought called "The Strong Programme" (Calvert-Minor, 2008). Strong programme adherents insist that scientific knowledge from social studies relies on the existence of the scientific community and can only be reliably recognized, if the four main criteria of scientific discovery are fulfilled: (1) Causality, (2) Impartiality, (3) Symmetry and (4) Reflexivity (David Bloor in Knowledge and Social Imagery (1976)).

Therefore, to validate the ontological framework of this work, the author will respect the conditions under which his work was created, will impartially credit every possible discovery that arises from his scientific evidence, will acknowledge his unsuccessful claims impartially and will always try to reconnect with his secondary literary research through a process of reflection.

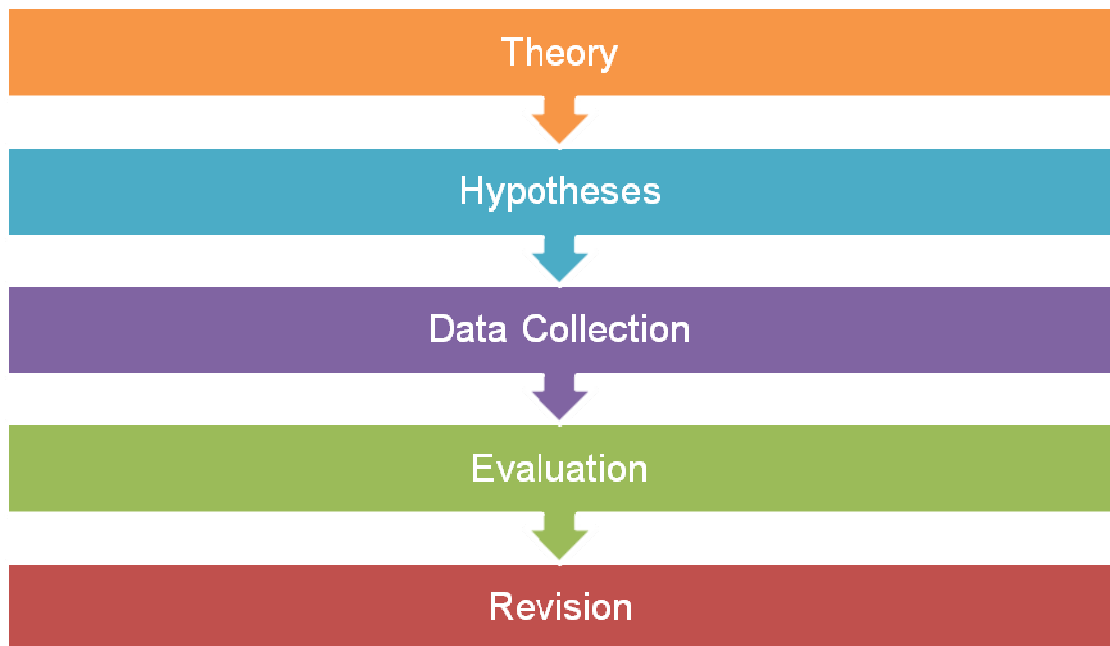
### **3.3.3. EPISTEMOLOGY**

Epistemology determines if observations during the research will be made in an objective or a subjective matter. Subjective approaches that rely heavily on interpretation expect researchers to perceive events data in a subjective manner from a number of vantage points in order to allow them to reach new conclusions. However, if the research data is extensive enough to allow for a holistic, purely objectivised analysis, the corresponding epistemology will create results that are undisputable and have to be universally accepted until new data is available. The paradigm of constructive empiricism and the ontology of the strong programme invariably lead to a very objective epistemological approach that is nevertheless laced with hints of subjectivism, as constructive empiricism involves a certain amount of interpretation.

### **3.3.4. METHODOLOGY**

Combining all of these pieces leads to the choice of scientific method. The scientific method, which is defined by the Oxford Dictionary of the English Language as “a method of procedure that has characterized natural science since the 17th century, consisting in systematic observation, measurement, and experiment, and the formulation, testing, and modification of hypotheses”, can also be described as a methodology. A methodology always consists of a combination of a quantitative approach and a qualitative approach that might also exclude one of these approaches. Qualitative approaches rely on interpretation, while quantitative approaches try to prove their point solely based on the data they collect. Nowadays, these approaches are most often combined in a mixed method approach (Johnson et al., 2007).

**Figure 3.3 Methodological approach to scientific research (Bryman & Bell, 2007)**



The methodological approach of the scientific method begins with a theory that has been framed in hypotheses. This has already been done in chapter 1 and section 3.2. The next step is data collection. This data is then evaluated and turned into concrete findings that either confirm or reject the hypotheses. In the end, the theory has to be revised to conform to the findings at hand (Bryman & Bell, 2007). The validity of the research is based on statistically valid data. This data can either be obtained through quantitative or qualitative methods. As the previously defined paradigm requires qualitative data, the latter methods have to be employed. Hair et al. (2011) offer three methods for generating quantitative data: Self-completed surveys, interviewer-completed surveys and observations. Due to the large sample size within a trade fair setting, the latter two methods cannot be considered without a lot of manual effort. The first option however lends itself perfectly for analysing and evaluating large sample groups and is only restricted by sample size, since questionnaires are either offered online or printed cheaply.

For the research at hand, a questionnaire has to be defined, which has to target a statistically sound sample of the population. Naturally, this sample has to correlate with the research matter, in this case trade fair attendants. Since the scientific method demands an objective discussion of gathered data and strongly objects to inferring results that cannot be proven through statistical evaluation, the use of the right statistical tools is

crucial. After the data has been gathered and analysed through the statistical tools, these results have to be interpreted. This interpretative part is where qualitative elements can be mixed into the quantitative approach. To wrap up the choice of methodology, the priority and sequence of the employed research instruments has to be defined, a key element of developing a mixed approach to the scientific method (Johnson & Onwuegbuzie, 2004).

The priority has already been set in the definition of the paradigm: Quantitative data has been rated higher than qualitative interpretation for the validity of the research in this work. However, the existence of soft factors like innovatory potential and interpersonal and inter-organisational relationships requires a certain measure of qualitative input to reach a satisfactory conclusion. This decision is also mirrored in the choice of sequence: While some qualitative interpretation is necessary to define the questionnaire, the large-scale quantitative distribution and evaluation clearly takes up the first major step in the research sequence, topped off with the consequent interpretation.

### **3.3.5. DATA ANALYSIS APPROACH**

After the study has been conducted, the data needs to be analysed. There are two approaches to understanding research data: Deductive and inductive.

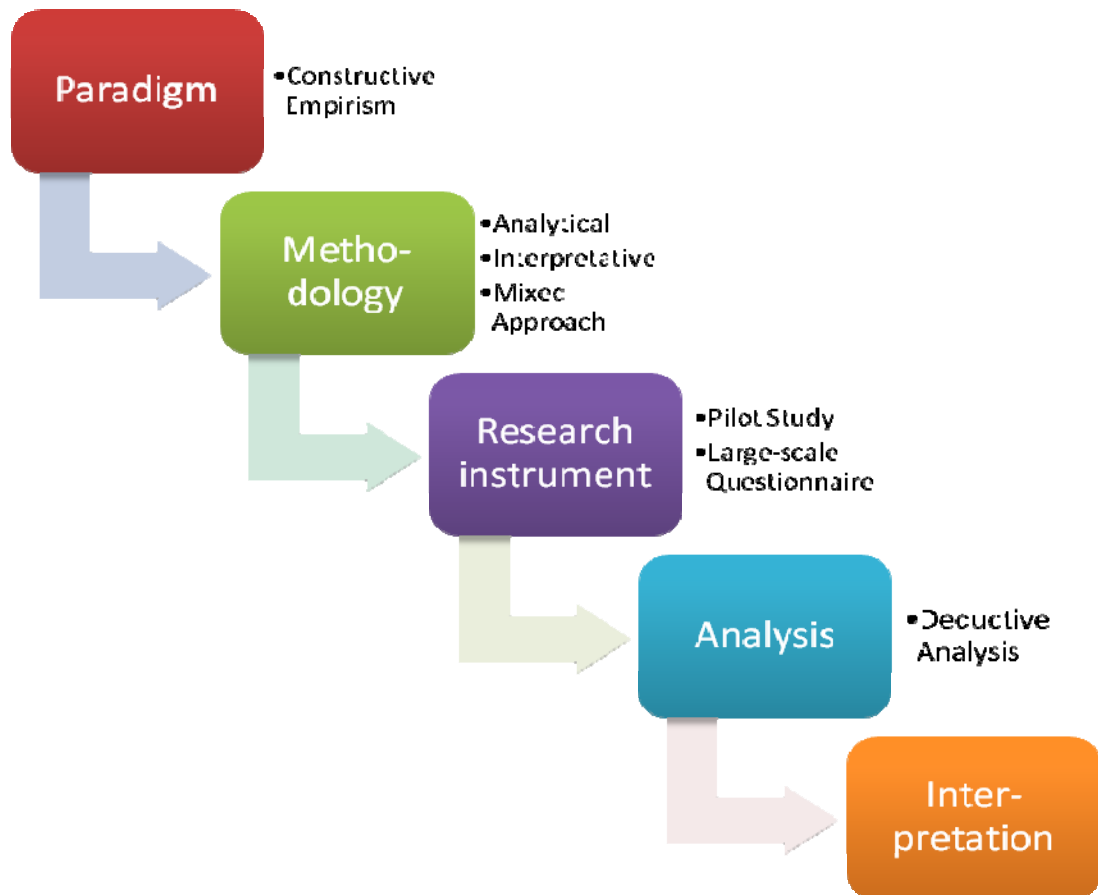
The deductive approach is a top down approach, which describes the process of first assembling a general overview over the data, before drilling down into specific findings on a detailed level (Bryman and Bell, 2003). On the contrary, the inductive approach describes the process of building a framework from the underlying data points, which then supports the larger idea (Cover and Thomas, 2006). The selected approach depends on the general availability of data and the chosen research paradigm. A positivist research methodology that relies heavily on quantitative data will be more suited to an inductive approach than to the deductive process. Since the study at hand is to be conducted with a very large number of customers of one of Europe's largest trade fairs, it is fairly evident that it is more suited to an inductive approach to data analysis.

### **3.3.6. CONSOLIDATION OF THE RESEARCH APPROACH**

To consolidate the approaches discussed in the previous sections, Figure 3.4 was created.



**Figure 3.4 Consolidated Research Approach**



It shows constructive empiricism as the underlying paradigm. Built on constructive empiricism, a mixed approach methodology is employed that combines analytical and interpretative elements to do justice to the data collected. The data will be collected by a combination of a small pilot study that will serve as the basis for a large-scale questionnaire. The analysis, finally, will utilise a deductive approach to build a sound foundation for the final interpretation. Compared to similar research efforts, this consolidated research approach offers the desired combination of in-depth insight and broad analysis that will benefit scientists and practitioners alike.

In the next section, the questionnaire will be defined, the target group will be chosen and the timeline for the research will be described.

### **3.4. QUESTIONNAIRE DESIGN**

#### **3.4.1. LIMITATIONS OF QUESTIONNAIRES**

A questionnaire has been chosen as the primary research instrument of this study. However, it has been shown that questionnaires pose a series of issues that restrict them from being an unconditionally trust-worthy research instrument (Belson & Cleland, 1986):

- Respondents fail to understand questions properly.
- Respondents are not interested in answering questions properly.
- Respondents do not want to admit to certain attitudes and behaviours.

This short section is dedicated to presenting a concise plan to overcoming these common limitations.

The first issue is the cognitive dissonance between respondents and researchers. It has to be overcome by creating a mutual understanding of the questions. Consequently, a small pilot should be conducted with a focus group before the start of the actual study. After the pilot, the responses will be analysed to show inconclusive and inconceivable results. The questions will then be changed to remedy this issue. This process of “conceptualisation” (Oppenheim, 2001) is a fairly common approach.

The second issue of respondents losing interest in the questionnaire is quite hard to master. By keeping the questionnaire short and fast-paced, the attention of participants should be captured until the last question, thus remedying the issue.

The last and final issue is a very difficult issue facing most researchers in the social sciences. Respondents are very reluctant to admit to bad or negative behaviour, even in anonymous surveys. This issue is going to be mitigated by phrasing questions in a very open and positive way, thus encouraging participants to respond honestly and eagerly. In this section, these measures will be incorporated into the wider concept of the questionnaire, leading up to the pilot, which will then trigger a final revision of the questions before they are distributed to the target group.

### **3.4.2. PRELIMINARY THOUGHTS**

The questionnaire will be targeted at industry leaders and trade fair professionals alike who will be selected at random using the extensive contact pool of an international trade fair organisation based in Munich. The main purpose of the questionnaire is to validate the hypotheses defined above by asking participants about their opinion regarding the future function of trade fairs in their professional life as well as within the market in general. To this end, they will be questioned about the way new technology has changed their business behaviour and how it has also affected their attitude towards trade fairs.

The future expectations of the business community when it comes to trade fairs will be divided into five distinctive aspects which have been discussed in the literature review: The (1) sales aspect, the (2) service aspect, the (3) relationship-building aspect, the (4) social networking aspect and finally the (5) collaboration and innovation aspect. Questions regarding the sales and service aspects are rather simple, since selling, as well as the performance of services, has not changed over recent years. There is still a dyad of buyers and sellers who exchange goods for money in an environment which is defined through services provided by the trade fair organisation. However, the third aspect has already introduced a defining change to trade fair behaviour which now is not limited to the trade fair environment but only includes the trade fair as one of several stepping stones to creating and developing a long-lasting customer relationship. Participants will therefore be asked to rate the importance of relationships for their performance and also the perceived importance of relationships for other members of the market. The same goes for the other two aspects that have to be defined by everyone for himself or herself, but also for the market as a whole.

The questionnaire will be offered online and participants will be invited via email. The tool for this process will allow a continuous evaluation, tracking of response dates and rates and basic statistical indicators. The basic design of the questionnaire, which can be seen in Figure 3.5 is split into five stages, which will be discussed in detail in the following section.

**Figure 3.5 Questionnaire design**



To ensure statistical variety, the questionnaire will begin with a series of screening questions. Afterwards participants will be asked about the status quo of trade fairs within the market, followed by their general opinion on the future of trade fairs. Then the central aspects of social networking, collaboration and innovation within a trade fair environment will be discussed in-depth with participants, before their role as a key medium will be analysed.

### **3.4.3. SCREENING QUESTIONS**

Attendees will be asked a series of seven questions regarding the nature of their visit and also their personal position within the company they represent. The answers to these questions will be used to define the quota group whose answers will be considered for creating the statistically valid result of the questionnaire. Participants will be asked if they are attending the trade fair either (1) privately or for business and if they are a (2) visitor or an exhibitor. Their (3) branch or industry is also of importance for the final result, as well as (4) the size of their company, the (5) region or country they operate within, their (6) position within their company and (7) their decision-making influence, which has to be rated on a scale.

The answers to these questions will determine the composition of the target group of the questionnaire and will also allow the exclusion of some visitors from certain areas (like interested private individuals) from the final result. Comparisons between visitors from different areas will also be possible, allowing this work to determine if attendees from different industry sectors react differently within the trade fair environment.

### **3.4.4. TRADE FAIR DEVELOPMENT**

The purpose of this section is to determine how attendees see the trade fair environment at the time of writing of this thesis and which developments they expect to come over the next ten to 15 years. It branches out into areas that have not been discussed by other

trade fair researchers to fill the gap between trade fair research and social network research that inhibits the creation of processes that might be able to truly foster innovation through trade fairs. Consequently, a large part of this section focuses on the power of social configurations and the importance of collaboration within the trade fair environment.

Many questions from this part of the questionnaire are split into two distinct variations. To develop and chart the future changes required to help trade fairs achieve the state of a socially networked generator of innovations, one has to chart the expectations and requirements of trade fair professionals and key attendants. To this end, participants are asked about their prediction as to the state of trade fairs in 2025 in relation to the state of trade fairs today. First of all, it has to be determined if a participant expects changes within market behaviour and his own business – if he or she sees sweeping changes ahead, the answers to the following questions are expected to be more dramatic.

The first question of this section asks attendees about the primary purpose trade fairs have in their professional life. Since trade fairs are primarily used for lead generation, direct sales, networking and collaboration, these are the options that are presented here. Afterwards, participants will be asked to rate if their companies use trade fairs mostly as a sales platform, with the next question following up on that notion by asking how they rate trade fair success. If trade fairs are rated by the order intake they generate, it is a strong indicator that they are still considered a sales platform, a notion this work tries to refute. If attendees expect that future trade fairs will not be valued by the order intake they bring as much as buy the increase in knowledge they offer, the basic premise of this work can be seen as fulfilled.

Another aspect – the collaboration and information-exchange part of the trade fair experience – is also discussed here. If participants strongly agree with the notions that they currently spend a lot of time at trade fairs exchanging information and that the information gained at trade fairs helps increase their companies' success, one might assume that knowledge sharing and thus networking is already a big part of today's trade fair experience. To further clarify these answers, specific knowledge sharing activities are supposed to be rated according to the regularity attendants participate in them. In the same vein, attendees are also asked to rate the expected development of knowledge

sharing activities at trade fairs over the next 15 years. A positive answer here is a strong indicator that trade fairs are indeed expected to become even bigger sources of information than they are today.

To analyse the importance of social configurations for trade fair attendees, participants are asked to rate the importance of trade fair relationships within their daily business life, the frequency with which they contact trade fair acquaintances and the ways they use their trade fair relationships. To make the recipients of the questionnaire ponder the way they structure their interactions, they are asked if they prefer direct personal interaction within a trade fair environment to abstract communication in an online social network. If they do, it is likely that they will also prefer trade fairs as a stage for relationship building. Simple indicators, like the amount of time spent actively improving one's network at a trade fair, are once again compared between today and 2025 to be able to chart a distinct trend that will be measurable, and thus contribute to creating a reliable model of trade fair development.

The next question of this section asks about the way participants expect the importance of collaboration to develop. This straightforward question, which is disconnected from trade fairs themselves, is very important to draw statistical correlations when looking at collaboration within the trade fair environment in the last section of the questionnaire. However, since it pertains directly to the discussion of trends and future perception of the market, it has to be asked here. The next question creates a bridge to the trade fair environment and asks about collaboration within the trade fair environment to emphasize the link between trade fairs and collaborative efforts in participants' eyes.

The last questions are used to determine general market trends when looking at trade fairs and their environments. Firstly, one of the staples of trade fair participation, building a brand, is discussed. It is expected that participants' answers will not differ much between today and 2025. Just as it is today, trade fairs will still be one of the best environments to create and market a brand a decade from now. The final question of this section asks the core question of this work: Do trade fairs generate innovation for the market as a whole? If the leading trade fair professionals for the industry, which are the target group of this questionnaire, answer this question positively and also identify a

clear trend for 2025, one can expect a strong indication that the main hypothesis of this work is tested and true.

#### **3.4.5. SOCIAL NETWORKING AT TRADE FAIRS**

After they have been questioned on their opinions about the future of the trade fair environment, participants will be asked to re-evaluate their opinions on social networking. By creating a gap between the first and the second section that is filled with questions that demand a large amount of thought and speculation, this section should generate slightly different, more informed results. With the input from this section, one should be able to design a trade fair environment that

As already mentioned in the previous section and in the literature review, collaboration and social networking go hand in hand. Questionnaire participants will be asked to verify this commonly accepted priority by rating the following expressions through multiple questions on a weighted scale: That they use social networking, which communication channel is most important to them, that social networking is an important part of their trade fair experience, that they use online social networks to communicate with trade fair acquaintances, that they highly value the relationships created through trade fairs and that they analyse the social networks their company participates in through trade fairs.

The first question is obvious. If one of the main purposes of trade fair participation is active social networking, participants will rate it highly here. If they rate this question with a low index, these participants can be weighted with a negative factor when the next questions are evaluated. One can expect that people who do not socially network in a business context will have no informed opinion about the next topics. Next, they will be asked about the channels they plan on using in a social networking context. If face to face is still their preferred channel, trade fairs have a very good standing compared to other options.

The next three questions go hand in hand: A positive answer regarding the use of online social networks - arguably the most prominent and self-evident form of social networking today - in a trade fair environment underlines the fact that trade fair relationships indeed form social configurations and can be mapped using a tool like Facebook,

LinkedIn or Xing. If relationships are documented and created in an online social network, it is also quite common that these relationships are valued highly by the attendees using these tools, a fact which is verified by asking participants to rate the value of trade fair relationships for their company and themselves. And lastly, if trade fair attendees have already experienced positive connotations from the use of social networking in their professional life, they are expected to be more inclined to using the same tools in their trade fair engagements.

Consequently, they will also be asked about specific social networking services offered by trade fairs and the impact they perceive for them on their company. The relationships created through these services are also supposed to be rated within a social networking context.

The next question finally enters into a meta-layer of social networking and expects companies to have a deep and profound understanding of the workings of social networks. As the concept of social networking analysis within a business context is still fairly new – although it is being avidly practiced in other areas – even low scores for this question indicate a strong interest in using trade fairs as staging grounds for forming social configurations. Compiling the answers from all questions will indicate if trade fairs are indeed seen as a tool for social networking. A positive result for this dimension will also reinforce itself in connection with the findings from the collaboration dimension, since both areas are tightly linked together. The last questions finally try to chart the expectations attendees have from the social networking aspect of trade fairs. Common sense would dictate that attendees expect to see their usual business partners at the trade fairs they frequent. They will also expect to meet experts from their line of business to share knowledge and collaborate with and finally also the option to develop new and valuable business contacts at the trade fairs they frequent. If all these expectations have been drafted correctly and are validated by the participants of the questionnaire, one can also postulate that trade fairs are supposed to mirror the players and expectations of the market for their attendees to leverage their full innovative potential.

#### **3.4.6. TRADE FAIRS AS A SOURCE OF INSPIRATION**

It is postulated that communication has become a defining aspect of trade fairs. This is supported by research extensively discussed in section 2.5 and has been empirically



proven for almost every regular trade fair visitor on numerous occasions. Since every social interaction leads to an exchange of information, interaction between trade fair attendees must also entail the sharing of knowledge. Shared knowledge, be it in the form of a concrete observation from everyday professional life or a discussion of best practices increases productivity for all participating parties. This dimension of the trade fair innovation process is evaluated by including questions about the importance of trade fairs regarding the exchange of experiences and information, the value a business puts in to the information gained through collaboration at a trade fair and the amount of time professionals spend collaborating during the trade fair.

The first question, which asks attendees to rate if they collaborate in a trade fair environment, is once again the hurdle that determines how valuable the opinion of a participant is: without an avid dialogue sharing professional insight, i.e. collaboration, innovation is impossible. Therefore, if attendees rate this aspect highly, it indicates a strong desire to use trade fairs as a platform for collaboration. If they rate it with a low value, their insight into collaboration at trade fairs is less seasoned, since they plain and simple have not thought about it yet. If collaboration during workshops as a part of a trade fair is rated highly, one can expect that the trade fair itself be seen as a collaborative environment.

Information itself is also a valuable outcome. Asking business leaders to rate the value their company puts into knowledge gained through collaboration at a trade fair is an indicator of how highly companies value trade fairs as a tool of collaboration. If this aspect is rated low, one could postulate that the collaboration aspect of trade fairs was just a marginal notice for the participant. To increase the clarity of responses, this question has been split into three aspects: participants are asked to specify the grade of information exchange that happens between customers, collaborators and competitors separately.

The last question of this part of the questionnaire finally tries to extrapolate if collaboration at a trade fair has actual, quantifiable results, which compare to the results of the selling dimension of times past. One would expect that this aspect is rated fairly conservatively, even though even slight indicators that this question might be true would be clear indicators for the potential of trade fairs when it comes to generating innovation.

If questionnaire respondents agree or strongly agree with most if not all questions of the last section, one can expect trade fairs to act as true source of innovation and the corresponding hypothesis proven.

#### **3.4.7. EXPECTED RESULTS**

The results of the questionnaire are expected to mirror the findings of the literature review and thus reinforce the theory condensed in the three hypotheses. The dyad between trade fairs as they are perceived now and as they are expected to be in 2025 should underline the paradigm shift away from a sales and service platform towards an interconnected network, which is aligned to generate new product ideas and innovative business concepts.

In the end, it is expected that industry leaders will agree that their trade fair experience is shaped by their own knowledge, the knowledge of their peers, the ensuing collaboration and resulting innovation. Additionally, a lot of questions regarding the importance of certain aspects of the trade fair environment have been added. These questions should serve to provide recommendations to trade fair organisation for improving their events in the managerial implications section of this work, even if the main research should not reinforce the hypotheses produced in this work.

Ultimately, the results of the questionnaire might also require a revision of the underlying theory of this work. If attendees insist that trade fairs are still an important staging ground for sales transactions and if relationships are purely a means to an end of closing deals, trade fair organisations have to reconsider a lot of the transformations that have been enacted in recent years. The congress fair could then be considered a failure and would have to be reverted to the exhibition fairs of earlier years.

#### **3.5. DATA COLLECTION**

It has already been hinted in the previous section that the questionnaire will be distributed online to a focus group of trade fair attendees. These attendees will be chosen from the registration list of four of Europe's biggest trade fairs, "Automatica", "Electronica", "Productronica" and "ISPO". "Automatica" is a large international trade fair focussed on the newest and most advanced developments from the fields of automation and mechatronics, while "Electronica" is the world's leading international trade fair for elec-

tronic components, systems and applications. The very sophisticated and innovation-driven audience members from these two trade fairs are complemented by the inclusion of “Productronica”, which is the world’s leading international trade fair for innovative electronic production. To extend the target group beyond the electronics sector, the addition of “ISPO” includes trade fair attendees from the world’s leading international trade fair for the sports goods industry. This registration list comprising of 75,473 companies was held in a database by the collaborating Trade Fair Management Company. All those listed were emailed a questionnaire. The ensuing target group should offer the variety required for a thorough scientific analysis of the current state of the modern trade fair, while ensuring that all members are qualified and very experienced trade fair professionals.

The primary focus will thus be on industry leaders from a wide range of sectors and company sizes to ensure a heterogeneous selection of data points. These participants will then be analysed regarding their demographic composition to identify trends and differences between different industries and market segments. A detailed breakdown of the questionnaire recipients can be found in section 4.2.1.

However, since the distribution and evaluation of such a questionnaire is a very costly and time-consuming matter, it was first distributed to a small pilot group. The answers given by this pilot group were then evaluated and analysed to improve the questionnaire and – if necessary – adapt it to yield clearer and stronger results. After the questionnaire has adapted to reach a satisfactory standard that fulfils the requirements of the chosen methodology, it will be reviewed by the participating trade fair organisation and distributed via email during and after the chosen trade fair. The questionnaire will remain open until the desired number of responses has been received. Chosen participants, who have not yet responded, will be reminded via email if necessary.

After a satisfactory amount of data has been collected, this data will be evaluated according to the chosen methodology. This means that an in-depth statistical analysis will be performed, which will slice the data according to the different sectors and market segments the participants see themselves in. The results will be interpreted and discussed in-depth to form the desired managerial implications and scientific discoveries. If necessary the theory will be adapted according to the outcome of the questionnaire.

### 3.6. PILOT

Before the final questionnaire was released, a pilot was conducted with approximately 2000 hand-selected participants, garnering 23 qualified responses, which equals a response rate of roughly 1%. The results of the pilot were then analysed to determine if the question structure and form would be able to generate meaningful results for the research questions at hand. The first sense check was applied to the dyad of “now” and “in the future” questions. Connecting all results and splitting them up by the different aspects of trade fair development (Sales, Innovation, Information, Lead Generation, etc.), yielded the results shown in Table 3.1.

**Table 3.1 Pilot trend question analysis**

Aspect	Now	Future
Brand Mgmt	3.78	3.91
Collaboration	4.04	4.33
Collaboration	3.26	3.23
Expansion	3.96	4.17
Information	3.70	3.70
Information	4.00	4.13
Innovation	3.86	4.09
Lead Gen	3.68	3.95
Networking	4.09	4.35
Sales	2.95	3.26
Sales	3.57	3.57
Sales	2.36	2.50
<b>Average</b>	<b>3.60</b>	<b>3.77</b>
	<b>Δ</b>	<b>0.16</b>

The table shows that the difference between responses to “now” and “in the future” numbered only 0.16 points, i.e. only 3.2% of the total Likert scale. A figure of 3.2% is not enough to warrant an assumption about future trends. To make the intent of the question more obvious, the text “in the future” was changed to “Expectation for the future”, pointing out a distinct interest into the participants immediate expectations, hoping to provoke a stronger response.

Other questions were found to produce very similar results. Looking at the question asking participants about the usefulness of trade fairs as a sales platform, it was found that the answer did not deviate from their response to the question asking participants about trade fairs as a good place for direct sales. The same rings true for the question

group analysing attendee interaction at trade fairs and the last question about collaboration. The second question could be removed to shorten the questionnaire and thus provide more meaningful results in general.

The wording was sometimes found to be confusing as well. Questions pertaining to social networking often produced strikingly lower results than expected. When asked about the use of social networking in a business context, questionnaire participants responded with a 3.36 average rating. Since social networking and the formation of social connections is a large part of daily business life, this answer should have been far higher. Following up with participants, it was determined that many people were confused by the distinction between social networking and online social networks. Social networking questions were thus rephrased to point more clearly towards the management of a network of business contacts, while the word “social” in connection with networks was avoided due to its strong connotation with social media.

Another feedback from the pilot was that many German participants were reluctant to respond to the questionnaire in English. The questionnaire was thus translated into German and will be distributed in German to any German-speaking participants that have not explicitly given English as their preferred language in previous marketing activities.

After the questionnaire was revised it was returned to the research agency responsible for its execution and subsequently sent out to the large and complete group of contacts, only omitting the pilot contacts to avoid over-saturating customers of the above-mentioned trade fairs. The questionnaire was to be conducted between the 28<sup>th</sup> of March and the 16<sup>th</sup> of April. Although rewards were discussed to incentivise participants to respond quickly and completely, none were implemented to avoid legal issues with the international cross-border nature of the questionnaire. The large sample size seemed sufficient for ensuring a high enough number of responses. The entire questionnaire can be found in Appendix 1.

### **3.7. RESPONSE RATE**

The overall overview over responses shows that 1,921 questionnaires were returned within the allotted time between the 28<sup>th</sup> of March and the 16<sup>th</sup> of April.

This equals a representative return rate of 2.6%. 458 questionnaires were answered only partially and were thus discarded. 72,994 contacts did not reply. As no rewards were offered for completing the questionnaire, this response rate was deemed sufficient. On average, contacts took ten minutes to answer the questionnaire, with a minimum of four and a maximum of 54 minutes.

### **3.8. SUMMARY**

In the course of the previous chapter, all aims were achieved. First of all, a series of hypotheses was deduced from the research questions as well as the findings from the literature review, which are to be answered in the actual research. The foundation for the research is an approach that combines the empirical investigation with the freedom of liberal interpretation to justify the demands of research in the social sciences. Consequently, the paradigm was defined as constructive empiricism, the epistemology was defined as objectivism and the ontology was determined to be realism, with a strong connection to the literary findings that are the basis of the research. The methodological approach was discussed after the three dimensions of paradigm, ontology and epistemology had been defined.

The methodology revolved around a questionnaire that was to be conducted with the customer base of one of Europe's largest trade fairs. The questionnaire, which was first tested with a pilot group and then revised, was sent out via email. Responses were delivered on a five-point scale. The five areas of the questionnaire – screening, trade fair development, social network, collaboration and innovation – were all meticulously designed to deliver the best response quality possible, allowing for a selection by certain key factors like decision making power, role, or company size.

In the next chapter, the questionnaire results will be discussed in detail. After overall statistical indicators like the response rates are determined, the questions will be split into groups and analysed. At the end of the chapter, the statistical validity of the questionnaire analysis will be determined to ensure the scientific veracity of the study.

## **4. ANALYSIS**

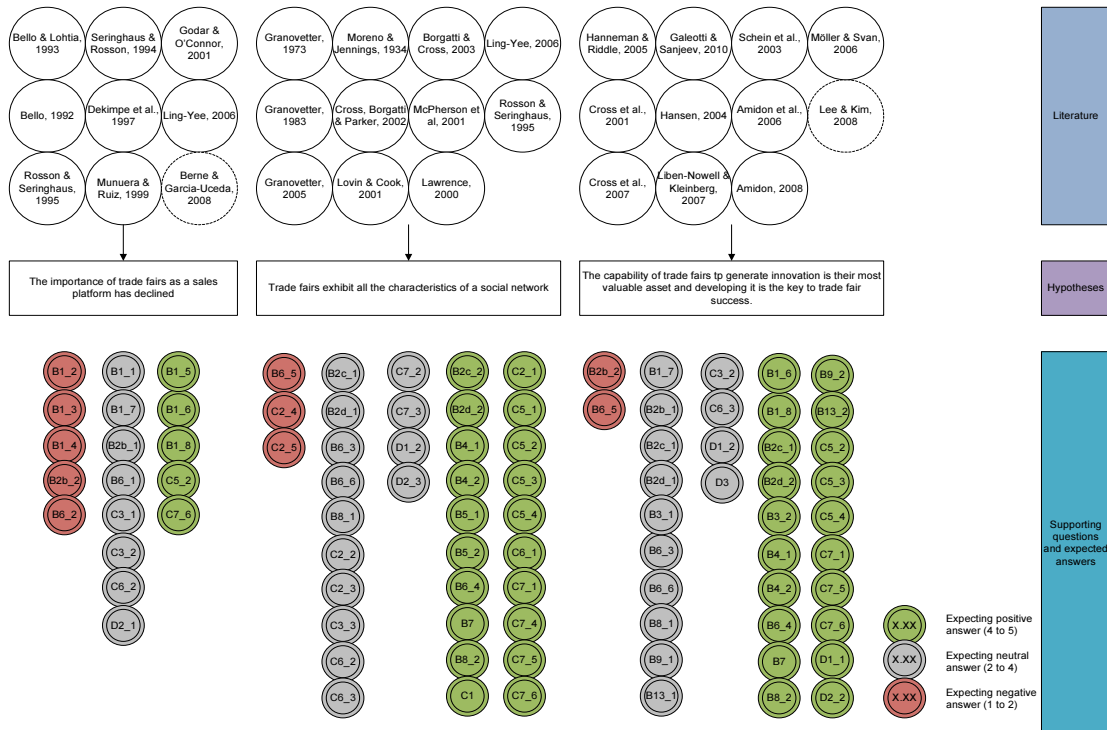
### **4.1. PRELIMINARY THOUGHTS**

This chapter is dedicated to analysing the responses to the questionnaire devised in chapter 3. The analysis is then supposed to either prove or disprove the hypotheses defined in section 3.2, namely that (1) The importance of trade fairs as a sales platform is expected to decline, (2) Trade fairs exhibit the characteristics of a social network and (3) The capability of trade fairs to generate innovation is a very valuable asset. Depending on the answers given by the participants in the improved questionnaire, every question will generate a rating that influences at least one, sometimes two and at times three of the hypotheses. These ratings can either be positive, negative or neutral, with a specific rating expected for every answer.

To facilitate the analysis of the questionnaire, a rating system has been developed that predicts the outcome that would be expected to prove the above-mentioned hypotheses. If the rating were matched, the hypothesis would be more likely to be proven. This was true for every question in the questionnaire.

Figure 4.1, which is also presented in larger scale in appendix 3 shows the development of this rating scheme.

**Figure 4.1 Trade fair development questionnaire framework**



It consists of three elements: The main body of literature that led to the formation of the hypothesis. Since some works influenced more than one hypothesis, they might be shown more than once. The hypotheses themselves are shown below and serve as a bridge to the questions from the finished questionnaires below. The questions are identified through their short code which correlates to appendix 1. Every question can positively influence a hypothesis if the given answer correlates to the expected answer in the rating scheme. Expected answers can either be positive, enforcing the question by giving an average rating of 4 or 5 on a 5-point Likert scale, neutral through a 2 to 5 rating or negative by being answered with a rating of 1 or 2.

A simple example would be question B1\_2, which asks if trade fairs will be a good place for lead generation in the future. To prove that the importance of trade fairs as a sales platform has declined, i.e. the first hypothesis, one would expect a negative answer to this question. This approach ensures that the questionnaire results can be analysed quickly and efficiently without having to re-engage the literature review every time an answer has to be correlated to a hypothesis.



In the following sections, the analysis of the results will be divided into three parts. The first part will analyse the overall response rate and thus the statistical basis for the findings. The second part will analyse the results chronologically, moving from the first to the last question. The third part finally will connect the responses to hypotheses and thus confirm or reject every single hypothesis.

The detailed results of the questionnaire can be found in Appendix 2.

## **4.2. CHRONOLOGICAL ANALYSIS**

### **4.2.1. DEMOGRAPHICAL COMPOSITION**

#### PRIVATE AND BUSINESS CAPACITY

The results showed that most contacts attended trade fairs in a business capacity. Only 4% of contacts participated in the trade fairs privately. Considering the nature of the target group, which stems from the contact database of one of the world's largest trade fair organisations, this is hardly surprising. The contacts are thus relevant for the nature of this study, which is targeted at trade fair professionals.

#### VISITOR / EXHIBITOR SPLIT

The second question showed that 65% of the surveyed participants attended trade fairs purely as visitors, while 17% acted only as exhibitors. 18% experienced both sides during their professional interaction with trade fairs.

**Figure 4.2 Visitor / Exhibitor Split**

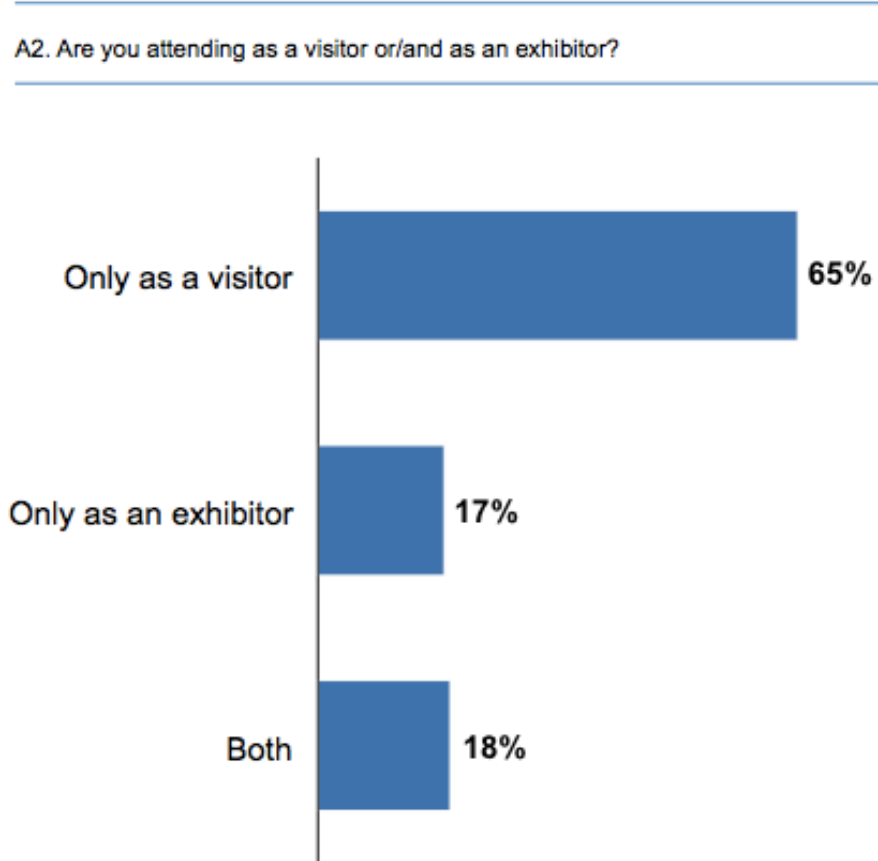
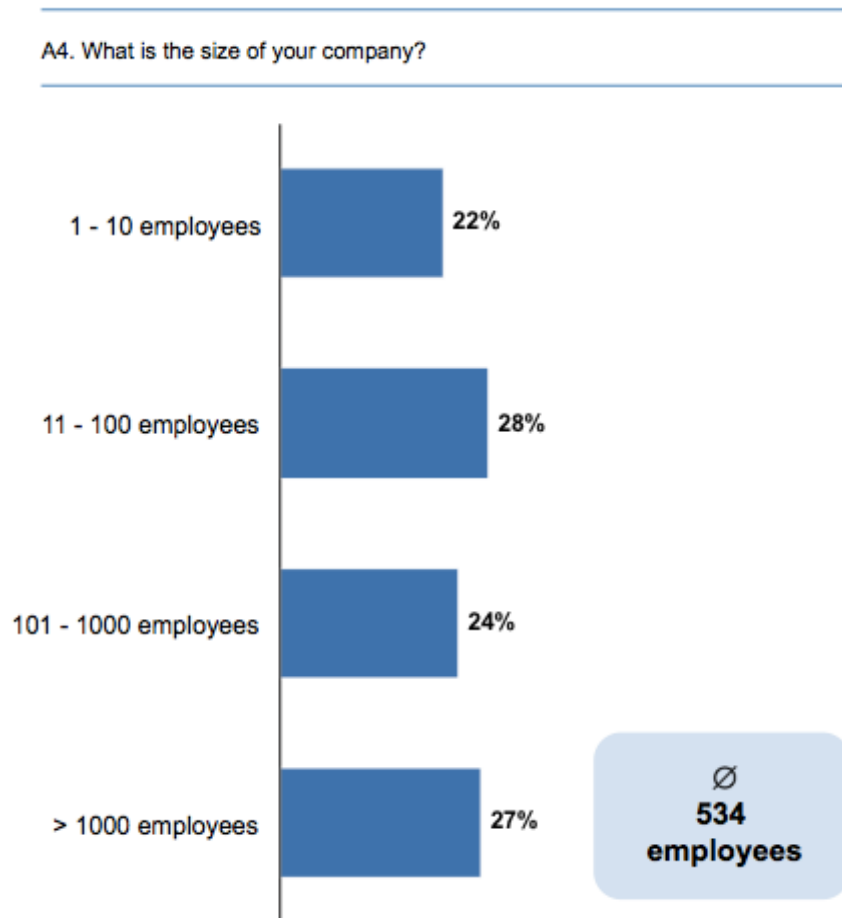


Figure 4.2 shows the composition of the target group graphically.

## COMPANY SIZE

The survey was targeted at leaders and decision makers from all company sizes, ranging from small and agile small companies to large enterprises that field large delegations for every trade fair they visit. The demographical composition should thus show an equal distribution amongst company sizes.

**Figure 4.3 Number of Employees**



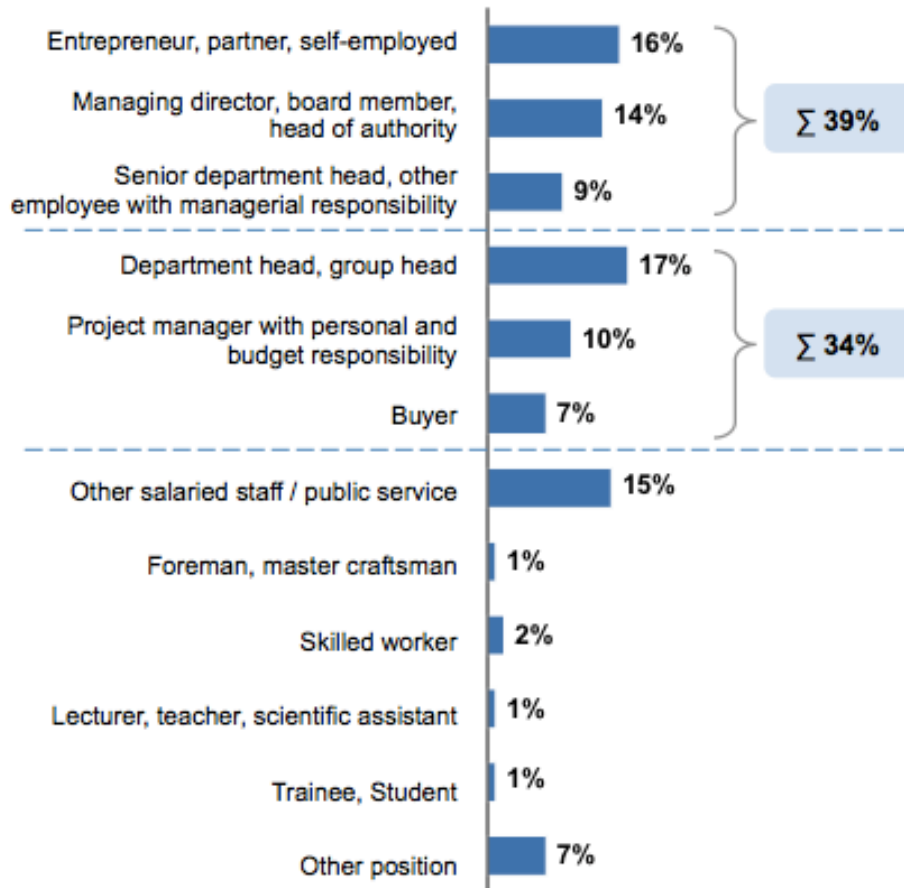
As Figure 4.3 shows, the number of employees is almost equally divided between all categories.

## POSITION AND ROLE

While company sizes were expected to be as diverse as possible, the survey is clearly targeted at decision makers. 39% of contacts identified themselves as being located in top leadership positions, while 34% were in upper management positions that still granted them buying power and thus identified them as decision makers.

**Figure 4.4 Target Group Job Level**

A6. Which position do you fulfill in your company?



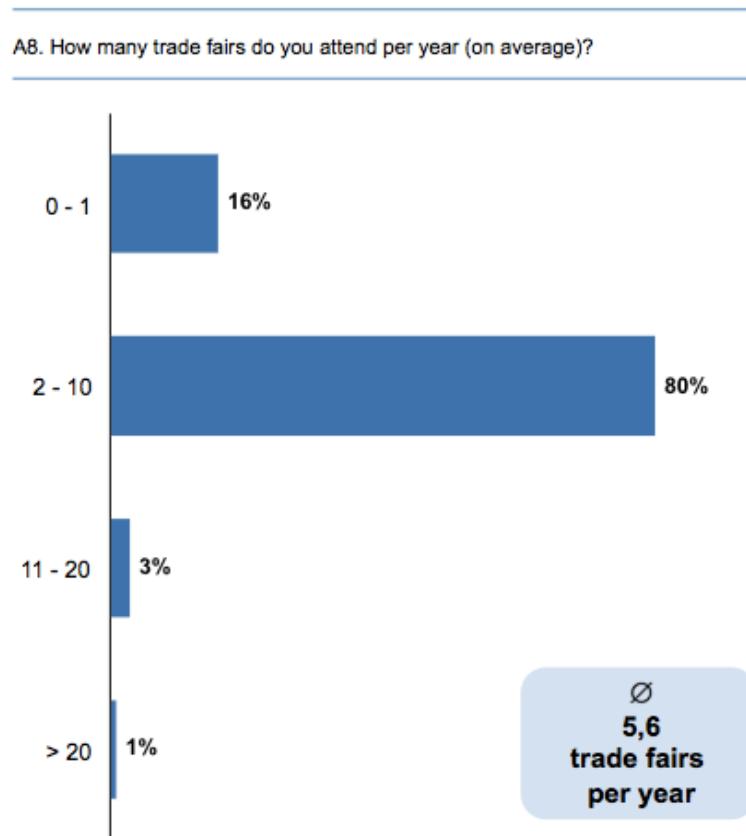
As Figure 4.4 shows, the positions of entrepreneurs or partners, board members and senior department heads were identified as top leadership, while department heads, project managers with budget responsibility and buyers were grouped into the second bracket of decision makers.

This demographical composition gives the questionnaire a reasonably high weight, as it clearly included a lot of the most influential members of the trade fair community. To further enforce this notion, another question asked if participants agreed that they had decision-making influence in their company. While 39% of participants tended to agree, another 39% strongly agreed, meaning that approximately 78% of surveyed contacts identified themselves as decision makers.

## FREQUENCY OF TRADE FAIR VISITS

To measure the experience of the surveyed contacts, they were asked how many trade fairs they visited per year. 16% of contacts responded that they visited only one trade fair a year, if at all. 80% of contacts said they visited between two and ten trade fairs a year, whereas three percent of contacts visited eleven to 20 trade fairs and only one percent visited more than twenty trade fairs.

**Figure 4.5 Trade Fair Visits per Year**



These numbers, which are also represented in Figure 4.5, lead to an average of 5.6 trade fairs that are visited by each contact every year and allow the conclusion that the surveyed contacts are very experienced in day to day trade fair activities.

### 4.2.2. TRADE FAIR DEVELOPMENT

The second section of the questionnaire was aimed at analysing the perceived trends in trade fair development and comparing them to the status quo, its ultimate purpose being the determination of the difference between a respondent's current perception of trade fairs and his or her expectation for the trade fair of the future.

The first set of questions analyses the dimensions of lead generation, direct sales, networking and collaboration.

**Figure 4.6 Trade fair development: Lead generation, direct sales, networking and collaboration**

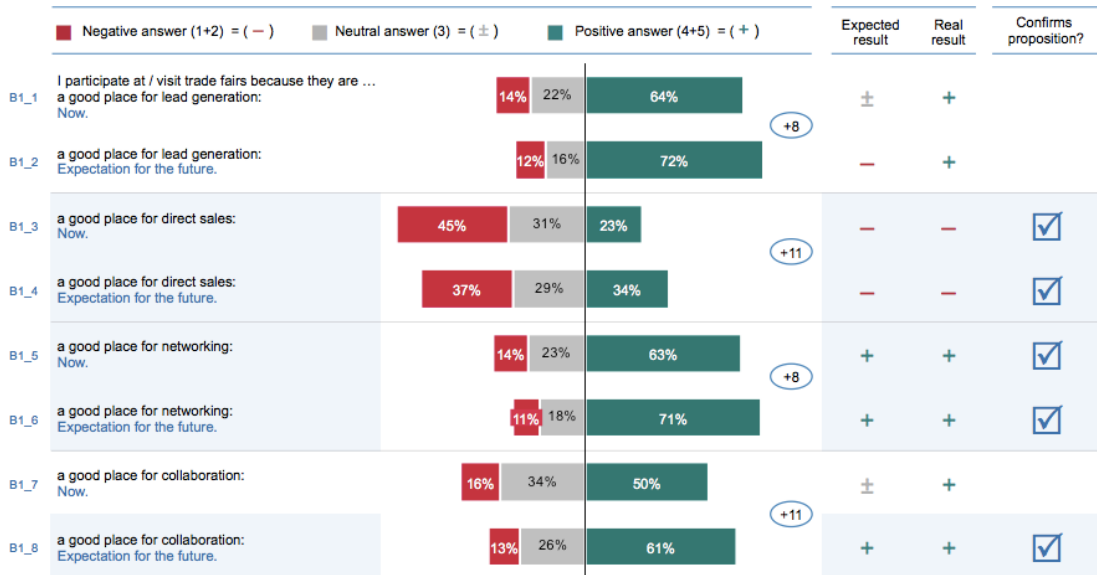
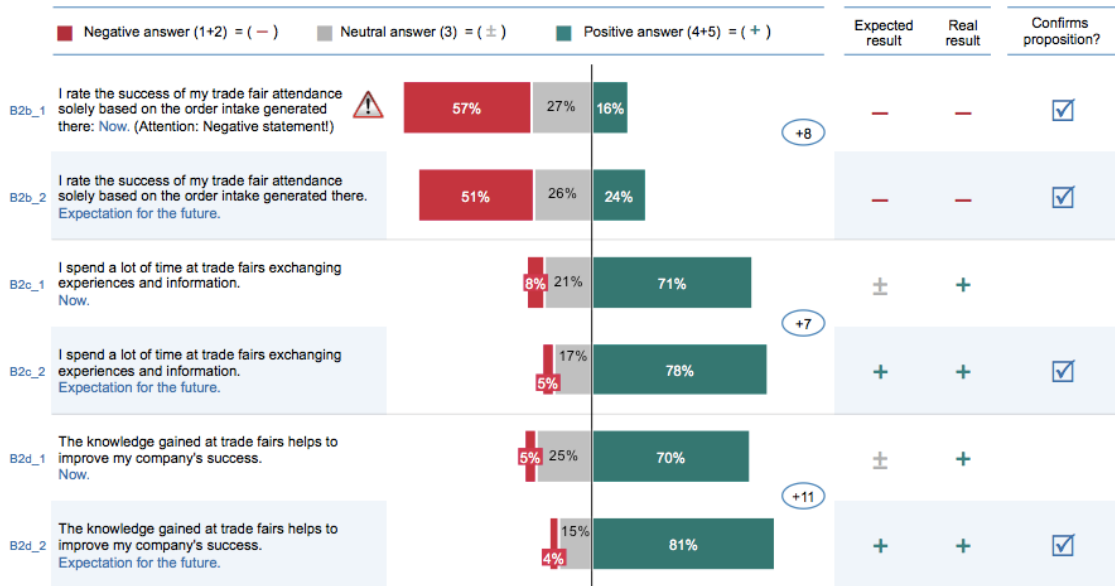


Figure 4.6 shows that the largest number of surveyed contacts still visited trade fairs with the predominant objective of lead generation in mind. Surprisingly, 72% of contacts also expect this to be their main goal in the future. The expectation that trade fairs would be less used as a place for sales and more as an open space for collaboration fosters a different expectation. Surveyed contacts also expected trade fairs to become a better place for direct sales in the future, even though the overall expectation, especially for today, was chiefly negative.

A very positive result is the fact that 63% of responders viewed trade fairs as a very good place for networking and 71% expect this positive trend to continue in the future. The same goes for collaboration: Even though today's trade fairs offered almost no possibilities for collaborative exchange between attendees, 50% already saw them as a good place for collaboration, with 61% expecting collaboration to be a central trade fair activity in the future.

**Figure 4.7 Trade fair development: Success factors and information**



The next set of questions further analyses trade fair development, with a focus on success factors and information flow. Figure 4.7 demonstrates that the time when trade fairs were still solely rated on the order intake generated has long gone. However, it is very strange that responders would expect this trend to reverse in the future. This might be related to the way the question was phrased, as responders seemed to always rate the future option higher than the current situation. Nevertheless, there is still enough statistical variance to come to clear conclusions.

Unsurprisingly, and entirely in line with Bello’s findings, 71% of participants confirmed that they spent most of their time at trade fairs exchanging information, with 78% expecting the same in the future. One might question why the 8%, who answered negatively to this question, would even visit trade fairs in the first place. Similarly, 70% of responders confirmed that the knowledge gained at trade fairs actively increased their companies’ success. As most participants had been identified as decision makers this number is certainly statistically important – especially when considering the fact that 81% expected that knowledge gained at trade fairs would positively influence their company in the future.

**Figure 4.8 Trade fair development: Knowledge sharing and networking**

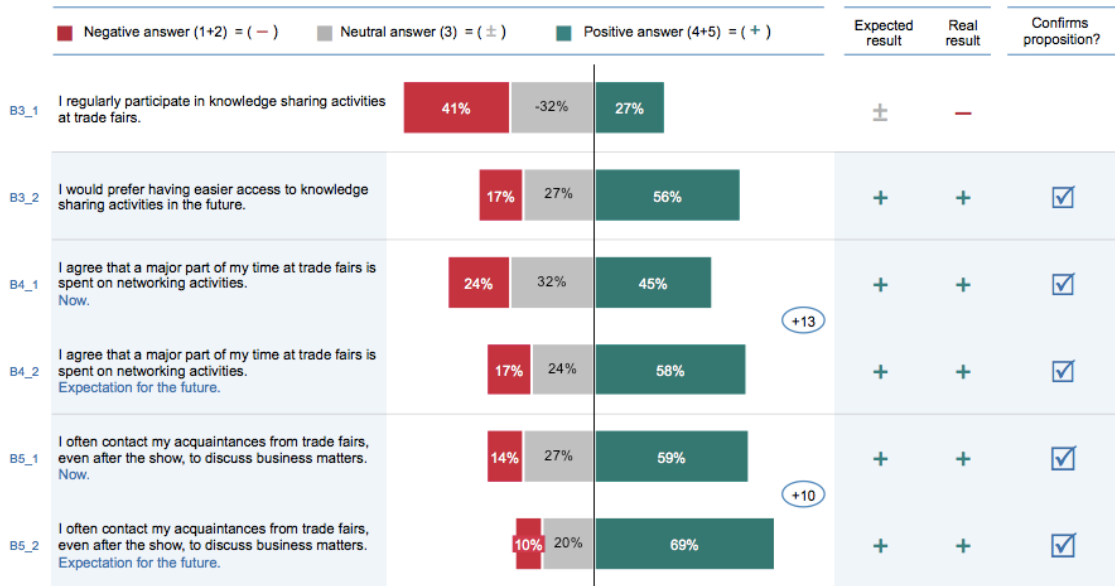
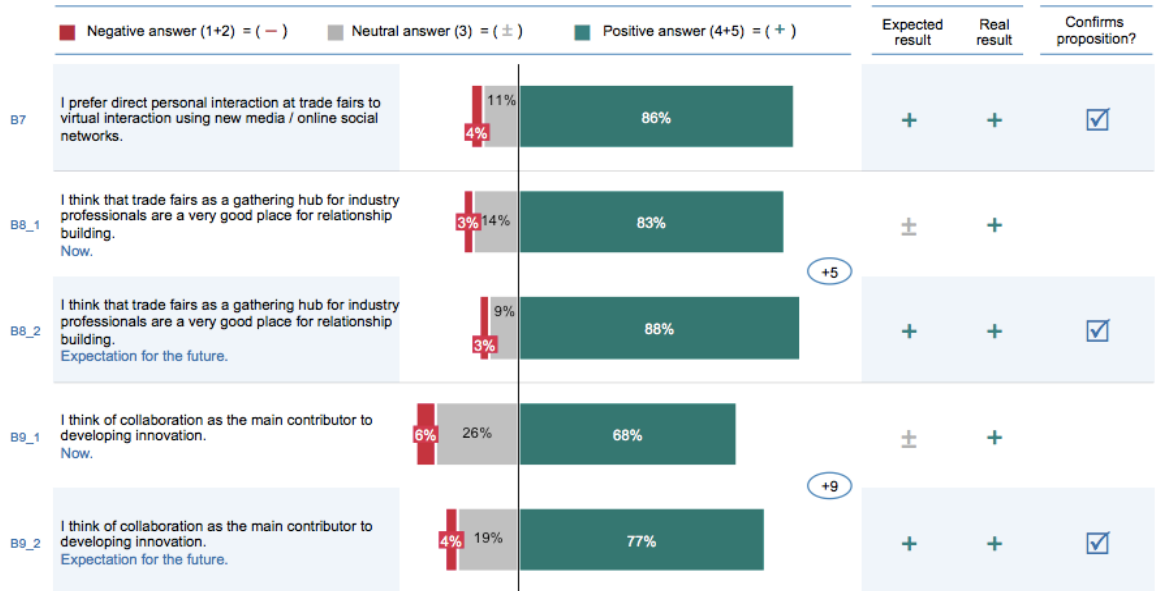


Figure 4.8 delves into the area of knowledge sharing, which builds upon the previously discussed information exchange in the trade fair environment. Predictably, 41% of responders did not regularly participate in knowledge sharing activities at trade fairs, which – considering the fact that there are hardly any offers out there – comes as no surprise and is an even stronger response than previously expected. That 56% of questionnaire participants would have preferred to have easier access to knowledge sharing activities in the future is the only logical consequence and something that certainly needs to be discussed when drafting the managerial implications from these findings.

Information exchange, knowledge sharing and networking go hand in hand. Consequently, it came as no surprise that 45% of responders spent a majority of their time at trade fairs networking with other attendees or exhibitors. An additional 13% expected that they might be doing continuing that in the future. The fact that 59% of surveyed contacts continue networking with trade fair acquaintances even after the trade fair is over – combined with a strong implication that this trend is going to even increase in the future – is another valuable argument for the importance of trade fairs for creating and expanding professional social networks.



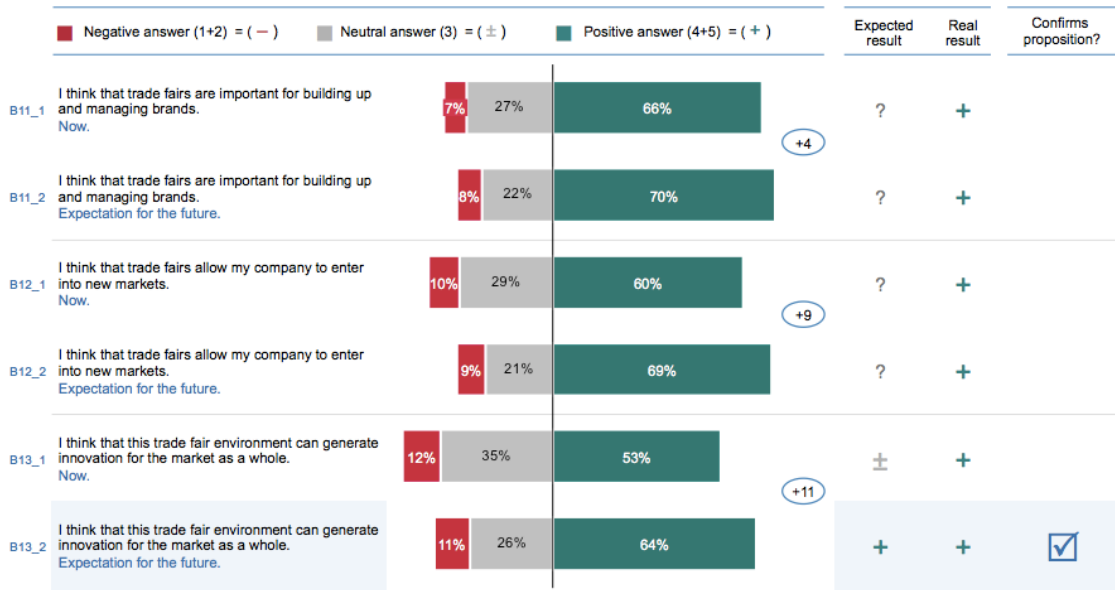
**Figure 4.9 Trade fair performance: Networking and generating innovation**



It is hardly surprising that 86% of contacts – as Figure 4.9 displays – preferred personal interaction at trade fairs to virtual interaction and thus chose trade fairs as one of the few remaining options for meeting and interacting with a large number of skilled specialists in a professional setting. Facilitating valuable exchange between experts is one of the unique selling propositions of trade fairs after all. 83% of professionals also thought that trade fairs are a very good place for relationship building, even nowadays, whereas only a neutral answer was expected. This trend was expected to continue into the future, where a significant 88 expected trade fairs to persist and even improve as a gathering place for the most skilled and valuable industry professionals.

A similar phenomenon happened when discussing the importance of collaboration for developing innovation: Even though it has been a fairly recent trend in current research, 68% of the surveyed professionals had already realized that collaboration is a major part of all kinds of innovation, with 77% expecting this for the future.

**Figure 4.10 Trade fair performance: Other factors**



Being presented with the unique chance of surveying such a valuable group of trade fair professionals, some of the questions that were raised in other bodies of trade fair research were also worked into the last part of the trade fair performance section of the questionnaire, as expressed in Figure 4.10.

First and foremost, questionnaire participants were asked if they thought that trade fairs were important for building up and managing brands, with a majority of 66% affirming this notion and 70% expecting more positive development in the future.

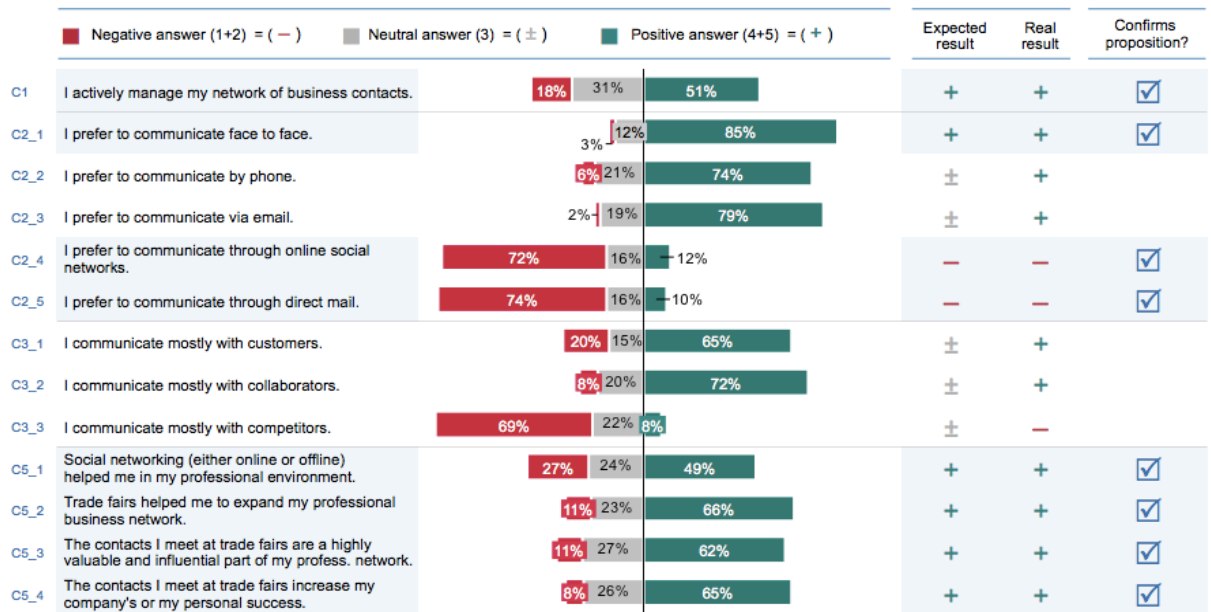
When it came to marketing expansion, 60% of surveyed contacts also agreed that trade fairs are a very powerful tool for opening up new markets to a company, with 9% more expecting this to also stay true in the future.

The last question attempted to tie all of the previous points together: If trade fairs were such a good place for collaboration and collaboration led to innovation, would trade fairs be the driver for innovation in entire markets? The expected answer to this question was a neutral response for current trade fairs and a cautious positive answer for the future. However, 53% of respondents believed that even current trade fairs might be characterised as a valuable source of innovation for the markets of today, with 64% convinced that trade fairs and their unique collaborative and networked environment would deliver important innovations to the markets of the future.

### 4.2.3. SOCIAL NETWORKING

One of the key aspects of this study was the impact that social networking had on the trade fair environment and the trade fair experience of attendees. Figure 4.11 shows how responders perceived social networking in a business context as applied to the trade fair environment.

**Figure 4.11 Social networking: Communication and usage**

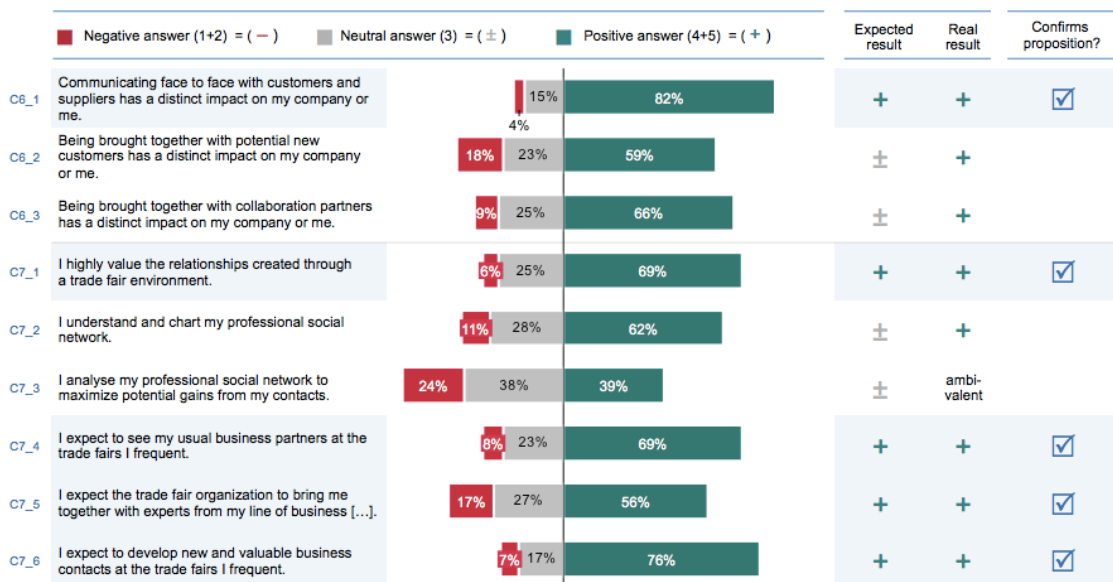


Most answers come as no surprise – it has become universally accepted best practice to manage one’s business contacts, either in groupware solutions like Microsoft Outlook or online social media suites like LinkedIn. 51% of participants confirmed this notion. When it came to communicating with those contacts, 85% responded that they preferred to communicate face to face, an entirely natural reaction. The fact that 79% choose to communicate via email – more than the 74% that favour phone communication – is very surprising; especially in light of the very strong criticism email has received recently. That most people are against using online social networks as the newest and direct mail as the oldest form of long-range communication is once again according to expectations, even though such a strong negative response was not expected. According to the research at hand, participants are only slightly less likely to send an actual written letter than send a message on an online social network. One should note that multiple answers to this set of questions were possible, which in hindsight could have been avoided in

order to deliver a clearer picture. The main message is clear though: Direct and personal communication is always preferable, email remains important and online social networks still have a long way to go until they can establish themselves as a useful tool for business communication. The striking preference for direct face-to-face communication also speaks for the relevance of trade fairs as a valuable tool for business-to-business interaction.

The next sub-section analyses communication behaviour between trade fair attendees and customers, collaborators or competitors. Previous research and common sense led to the assumption that industry professionals would divide their time equally between those three groups. However, the questionnaire has shown a 65% positive tendency of communicating mostly with customers, while a massive 72% point towards an even higher likelihood of communicating with collaborators. The fact that 69% of responders rated the likelihood of communicating with competitors as unlikely is especially surprising, as interaction with competitors in a trade fair environment is surely the easiest way to conduct market research and gain valuable insight into market development – a trend that had already been identified by Bello (1990) but seems to be contradicted here.

**Figure 4.12 Social networking: Usage and impact**



**Figure 4.12** finally gives an interpretation of the usefulness of social networking within a trade fair environment for a client's success. Survey responders confirmed what has been postulated in the literature: 82% were convinced that face-to-face communication with existing contacts in a trade fair environment is beneficial to their company. 59% believed that the chance of being brought together with potential new customers is very important to their company, while 66% of responders are of the opinion that collaboration, even in today's trade fair environment, has a distinctive impact on their company.

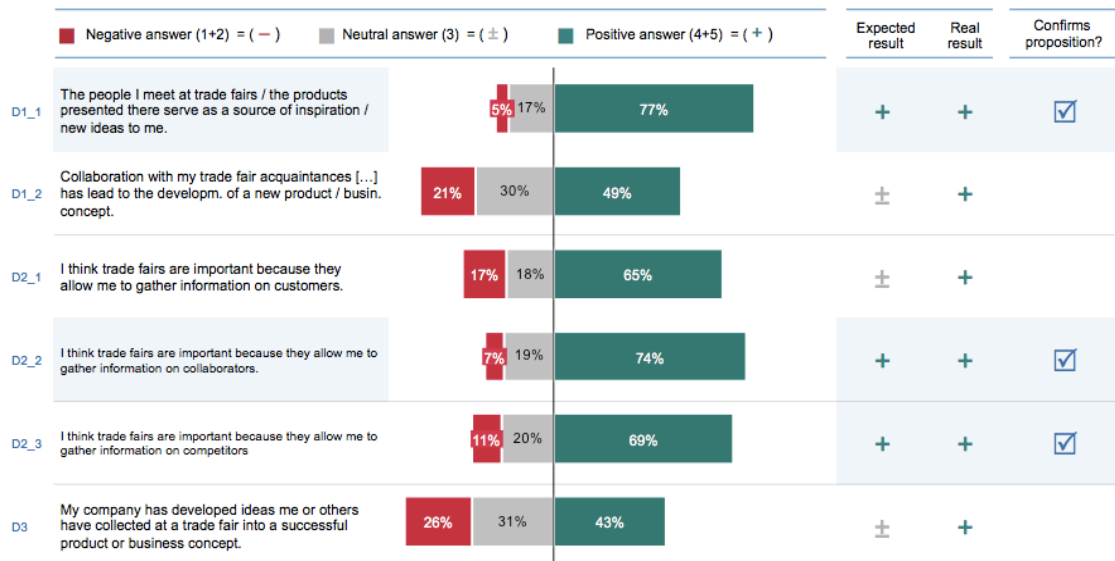
The same rings through for the relationships developed within a trade fair setting. 69% valued these relationships highly, which is a very positive trend that coincides with the expectation developed from existing trade fair literature. 62% also affirmed that they try to chart their own social network, even though only 39% agreed that they then analyse it to maximize potential gains from their contacts. This area is definitely something that should be further analysed to create meaningful benefits and distinct trade fair value for customers.

It once again comes as no surprise that 69% of the participants in the questionnaire expected to find their usual business partners at the trade fairs they frequent, indicating that the trade fair environment forms long-lasting and valuable relationships that span multiple events. 56% expected to expand these relationships by being brought together with experts from their line of business, a responsibility that lies firmly with the trade fair organisation and will definitely be discussed when formulating the managerial implications from this study. This task is then also the basis for the next finding: Unsurprisingly, 76% of survey responders expected to form new and valuable business relationships at the trade fair, once again showing the importance of social networking for today's trade fair organisation and a distinct selling proposition that the trade fair of the future needs to formulate.

#### **4.2.4. TRADE FAIRS AS A SOURCE OF INSPIRATION**

The last dimension of research discussed in the literature review was focused on the impact of social configurations and collaboration on innovation. Whereas trade fair researchers are still discussing the existence of social networking in a trade fair context, authors working on different subjects are already proving the connection between networking, collaboration and the genesis of innovation that shapes entire markets.

**Figure 4.13 Trade fairs as a source of inspiration**



The last section was kept short on a purpose, as it only consists of a few very powerful thoughts that needed to be clearly separated from the rest of the questionnaire in order to elicit strong responses. The first question simply asked if questionnaire participants felt that trade fairs, trade fair acquaintances, and the products and ideas presented at the fair inspired trade fair attendees. 77% gave a positive indication, clearly underlining the hypothesis that trade fairs serve as a source of inspiration.

The next question was already cautiously phrased as only moderately positive responses were expected when it came to proving that trade fairs have contributed to firms' success through new collaborative product development and the creation of business ideas, which are both areas that are separated from the established trade fair core competency of sales enabling. Responses were even more strongly in favour of these points than expected, bringing in an overwhelmingly positive result compared to the neutral or slightly positive result that was expected, thus clearly confirming the hypothesis.

The lynchpin of ideas and innovation, information, was also overwhelmingly positively rated. Trade fair attendees confirmed that trade fairs were important because they allow unprecedented access to information on customers, collaborators and competitors alike, delivering the necessary basis for future progress.

The last question finally summarised all the previous aspects into one leading thought: Did previous trade fair participation serve as source for the development of an innovation that had led to measurable success for a participants and his or her company? While only a neutral answer was expected, the response was once again been overwhelmingly positive, with 43% of questionnaire participants confirming the notion. While it would have been interesting to know how big the return of these ideas was compared to the order intake during the trade fair, it is clear that trade fairs have developed a new core competency that might even outweigh their sales enablement dimension in the long run.

### **4.3. VERIFICATION OF HYPOTHESES**

#### **4.3.1. APPROACH**

While the previous section was dedicated to analysing the questionnaire responses, the following section will try to combine these responses into logical groups and apply them to the hypotheses that were defined in section 3.2. The expectations that were formulated in subsection 3.4.7 and analysed over the last pages will then be weighed against the actual results and either confirm or deny the basic premise of this thesis. To better guide the reader, every hypothesis will be structured as a question.

#### **4.3.2. HAS THE IMPORTANCE OF TRADE FAIRS AS A SALES PLATFORM DECLINED?**

The literature review has shown that only a small group of attendees are actually concerned with selling products and services at the trade fair, as more and more visitors and exhibitors focus on information sharing and networking. This question can be answered with a resounding “Yes”, if the results of the questionnaire correspond to the following assumptions. (1) If a smaller number of responders see the central purpose of a trade fair as a selling platform, it is evident that the importance of trade fairs as a sales platform has declined. This is also true when comparing their perception of today with their expectation for the future. Additionally, (2) if the overwhelming trend points to less focus being placed on lead generation within the trade fair environment, and more focus being shifted to networking, it shows that exhibitors stopped viewing visitors simply as cash cows, whose sole purpose is the growth of their order intake. Networking means that a contact is not only viewed as a lead, but as a valuable source of information or even a

possible collaboration partner. (3) The previous point goes hand in hand with a shift of KPIs. In the past, most companies rated their trade fair success based on their order intake numbers. Trade fair success, however, is far more multi-faceted, and should include other, harder to measure KPIs like the number of business relationships generated or the amount of information collected.

**Figure 4.14 Questionnaire Results: Sales Dimension I Overview**

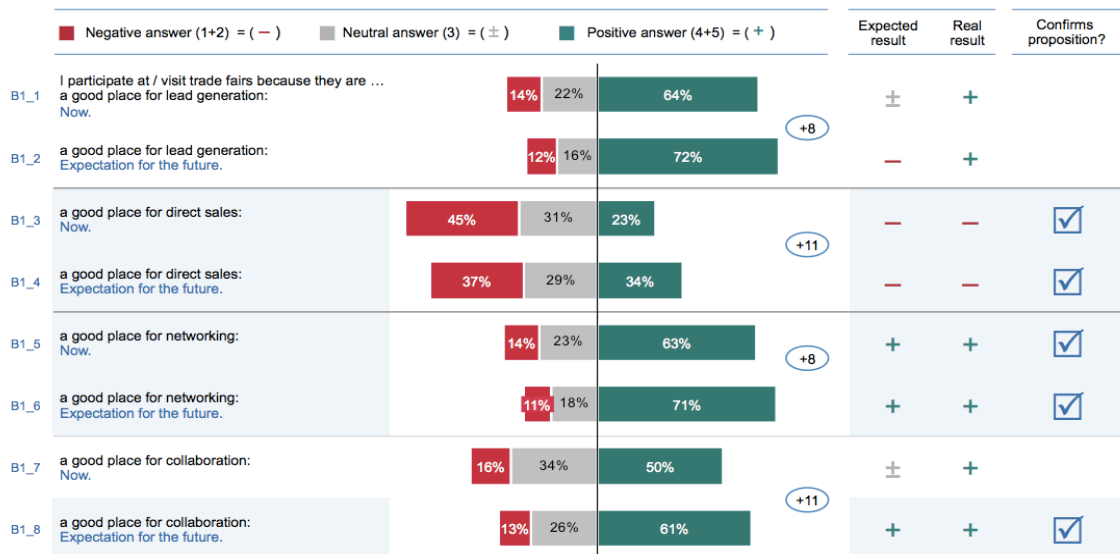


Figure 4.14 neither confirms nor contradicts the first hypothesis. While it would have been expected that the dimension of lead generation should recede when comparing today and the future, it is clear that with a high proportion of 72%, most participants expected an increase in potential. The direct sales dimension conforms to expectations. As has been discovered by Bello (1990), direct sales have stopped playing a major part in trade fairs a long time ago. It is, however, confusing that participants expected an eleven point positive increase for the direct sales potential of trade fairs – a contradiction of the overarching hypothesis and a clear indicator that attendees would still like to close deals directly at the fair.

The next set of questions were aimed at networking and collaboration. Every sales activity includes a networking aspect. A successful sale is always the result of a collaborative effort between the seller and the buyer, wherein both parties should try to find the best solution for the customer. Consequently, one would expect that these areas be rated positively as well. With 63%/71% agreement on networking and a very strong



50%/61% tendency for collaboration when looking at the comparison between the current situation and the future, these expectations were fulfilled.

**Figure 4.15 Questionnaire Results: Sales Dimension I Visitor / Exhibitor Split**

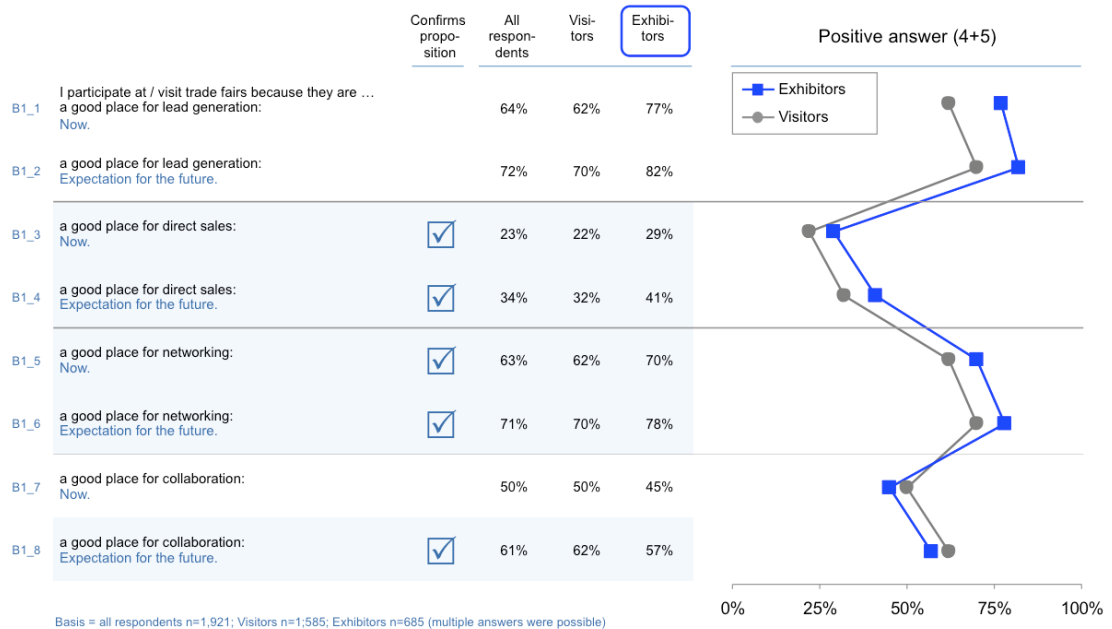
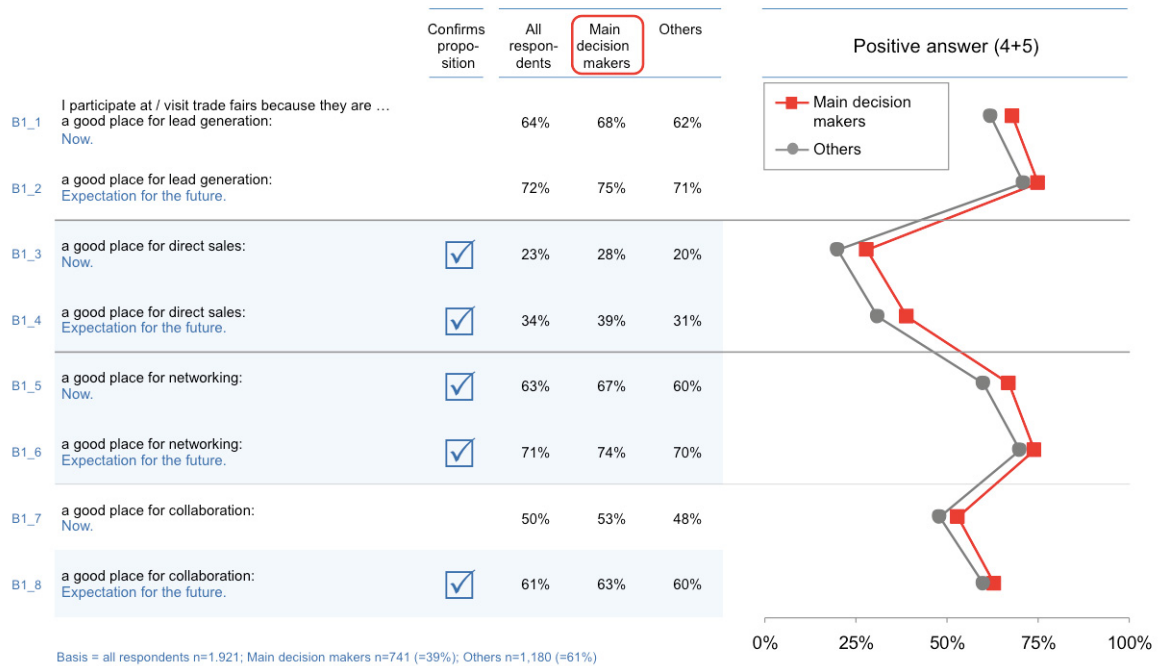


Figure 4.15 shows the same data analysed with a more detailed look at the split between visitors and exhibitors. As expected, exhibitors were more interested in closing deals and generating leads than visitors. After all, they have invested a lot of money in their trade fair presence. The most distinctive factor, which comes as no surprise, is the 15-point difference when looking at lead generation. Most exhibitors still evaluate their trade fair success based on lead numbers and would thus be far more likely to rate lead generation as their predominant reason for trade fair attendance.

In return, it is also not surprising that visitors are more keen on collaboration within the trade fair environment, as they rarely visit with lead generation in mind, but are much more likely to be looking for a place to learn and create.

**Figure 4.16 Questionnaire Results: Sales Dimension I Decision Makers**



Additionally, as every trade fair is most interested in attracting important decision makers and industry leaders, questionnaire results were analysed with a special focus on the different responses between ‘normal’ participants and responders who classified themselves as ‘decision makers’.

In this case, the difference is only minuscule. It is evident that decision makers in general have a stronger opinion than other responders. The overall trend however stays fairly similar and only shows a stronger difference when looking at direct sales, as most decision makers would have a higher incentive to improve their companies’ sales numbers.

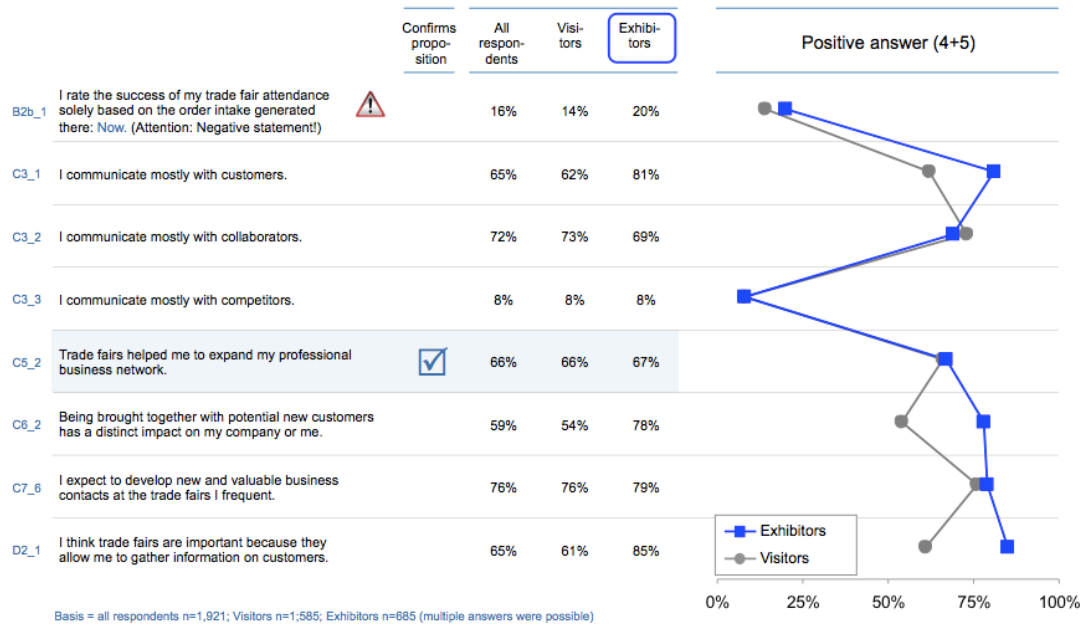
**Figure 4.17 Questionnaire Results: Sales Dimension II Overview**



The next set of questions relating to the sales dimension is shown in Figure 4.17. It shows that the main key process indicator for trade fair success, order intake, has strongly diminished in importance with a 57% negative answer. The next set of questions was expected to be answered ambivalently, as no strong trend towards communication with customers was expected. The actual results, however, show that responders were still very likely to communicate with customers, which would indicate that they are still conducting sales activity at the fair, contradicting the hypothesis.

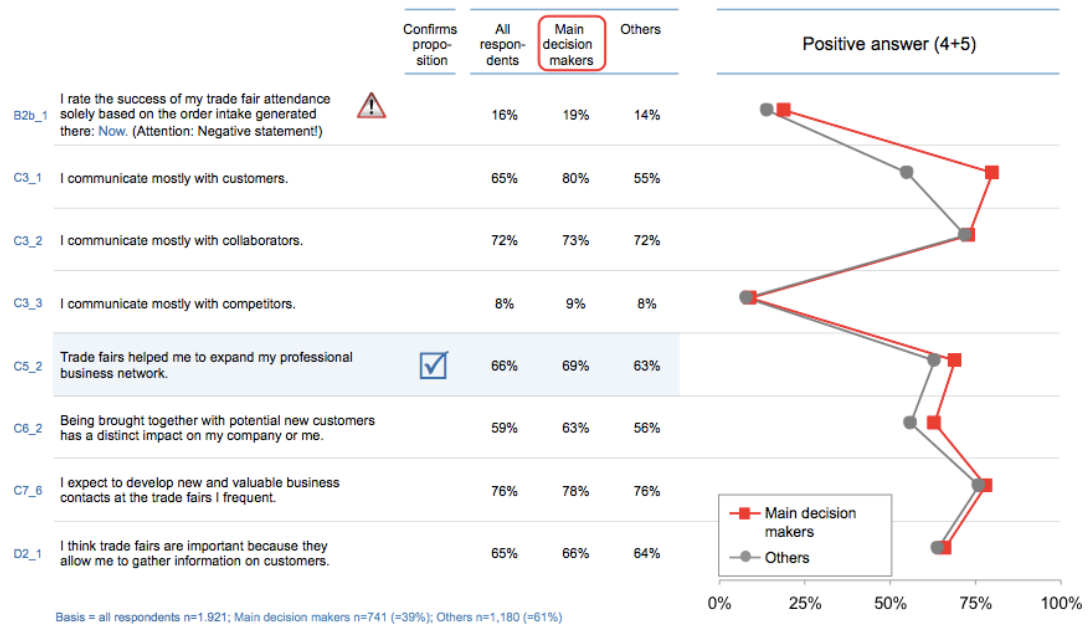
It was also expected that trade fair attendees would put less emphasis on being brought together with potential new customers and more emphasis on meeting new collaboration partners. The survey results show that this is not the case, as a large number of attendees (59%) still visited trade fairs to acquire new leads. The same is true for the 76% of people, who attend to expand their professional network, and the 65% who are very interested in customer insight. Comparing these results with the difference between visitors and exhibitors and the differing views of decision makers and ordinary employees should yield more fascinating insights.

**Figure 4.18 Questionnaire Results: Sales Dimension II Visitor/Exhibitor Split**



The differences shown in Figure 4.18 conform to expectations. One would assume that exhibitors are far more likely to communicate with customers than visitors – an assumption, which is confirmed by the results of the questionnaire with a striking gap that sits in between 19% and 24%. Exhibitors clearly still visit trade fairs with selling intentions in mind and are also slightly more likely to use order intake as their main trade fair performance indicator.

**Figure 4.19 Questionnaire Results: Sales Dimension II Decision Makers**



The same is true for the difference between ordinary participants and decision makers, which is shown in Figure 4.19. Once again, decision makers placed more focus on direct and measurable success, which is primarily seen through an increase in sales volume. With a 25% margin, they are far more likely to communicate with customers than ordinary attendees and are also more open to acquiring leads within the trade fair environment. What does not change is the underlying trend – both ordinary participants and decision makers seemed to be very interested in actively conducting sales negotiations or at least managing and acquiring leads within the trade fair environment.

While the basic premise of the underlying hypothesis was that the selling dimension of trade fairs would have declined considerably during the past years, the research at hand shows that this is not the case. It is clear that all respondents, regardless of their status as an exhibitor or visitor, and of their position within their company, are still pursuing sales activities. While certain aspects like the complete dependence on order intake numbers to rate trade fair success have diminished, the overall trend still stands: Trade fairs are a selling platform. They are a selling platform that has become a lot more multi-faceted and complex in recent times. The question, if the importance of trade fairs as a selling platform has declined, will thus have to be answered with a “No”. Another question still stands, however: Can trade fairs depend on their role as a selling platform

alone or will new aspects have to be considered to ensure future success for trade fair organisations?

#### **4.3.3. DO TRADE FAIRS EXHIBIT THE CHARACTERISTICS OF A SOCIAL NETWORK?**

The next hypothesis is integral and serves as the foundation of this thesis. It postulates that trade fairs exhibit the characteristics of a social network, which means that they are a social structure consisting of a set of individuals that form ties in between each other. These ties can be either strong or weak, as shown by Granovetter (1973, 1983), and lead to an exchange of information or even collaboration. While it cannot be disputed that trade fairs exhibit these characteristics from a purely scientific standpoint, as they are undoubtedly composed of interconnected individuals, the question remains if trade fair attendees realise that they are operating within a complex social network and react accordingly. The majority of the questionnaire was thus dedicated to analysing how trade fair professionals acted within the trade fair environment, and especially to gauging how responsive they were to using the collaborative and information-sharing potential of a well-run trade fair. The evaluation of these questions will follow the same pattern, which was already used in the previous section, by combining relevant responses to the hypothesis into groups, analysing them in their entirety and then comparing them by attendee role as well as decision making power.

**Figure 4.20 Questionnaire Results: Social Network Dimension I Overview**

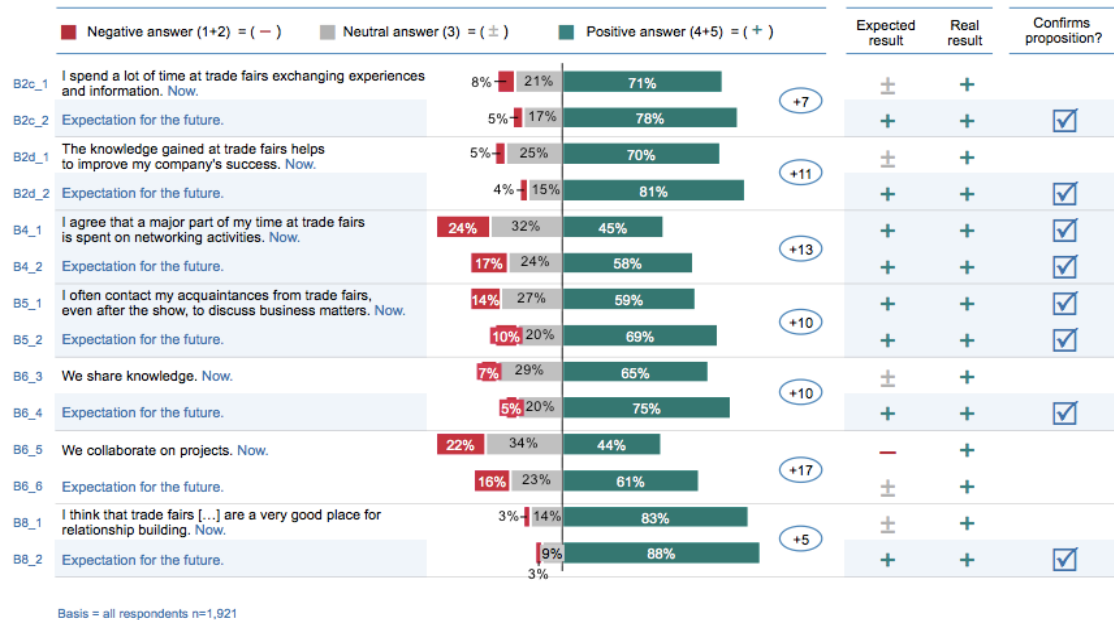


Figure 4.20 displays an unexpectedly clear confirmation of the hypothesis described above. It shows that responders are already very aware of the importance of networking for the current trade fair environment and are expecting even further increases in all areas for the future. 83% of responders rated trade fairs as a good place for relationship building, with an additional 5% expecting them to be a good place for relationship building in the future. A vast majority also already spend the largest part of their time exchanging experiences and sharing information in the trade fair environment, with a predicted increase of 7% for the future. The same is true for the dimension of knowledge sharing, which was highly valued by 65% of responders and is perceived to become even more important by an additional 10%. The trade fair social network also seems to be integrated into an attendee's personal social network, which is shown by the fact that 59% of responders were actively communicating with their trade fair contacts even after the show and that 69% of responders were expecting to do so in the future. 70% of responders expected that knowledge gained at trade fairs is very important for their company's success, with an eleven-point increase for the future.

Two points in this section are very interesting: First of all, only 45% of attendees expected to spend most of their time at trade fairs networking with other people, even

though every interaction with another person is a networking activity of some kind and should be understood as such. This number should be far higher and thus indicates that responders have a different understanding of networking than scientific literature – an understanding that is most likely founded in the popular concept of networking, which is purely restricted to improving one’s relationship with a business contact. However, as responders still expected a 13% increase, it is clear that they anticipate a trade fair that is more focused on direct communication and less on sales and product presentation activities. The second prominent point is the 17% increase in the collaboration section, which ties directly into the networking aspects. It shows that responders expected more direct and close cooperation within the trade fair setting, and are thus more likely to form strong ties and a powerful network of trade fair contacts that perseveres even outside the trade fair environment.

**Figure 4.21 Questionnaire Results: Social Network Dimension I Visitor / Exhibitor Split**

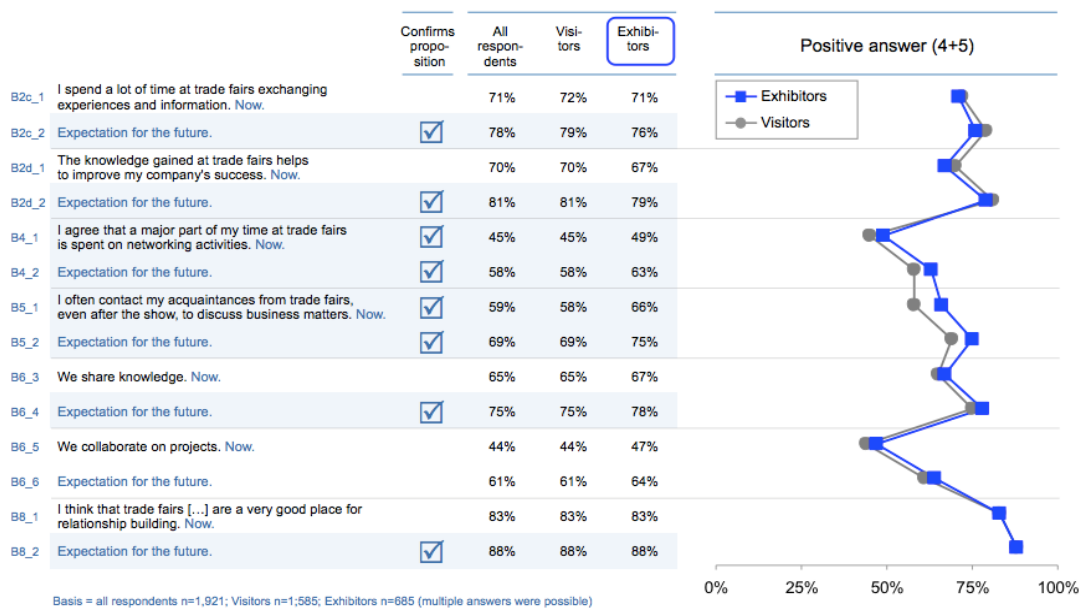
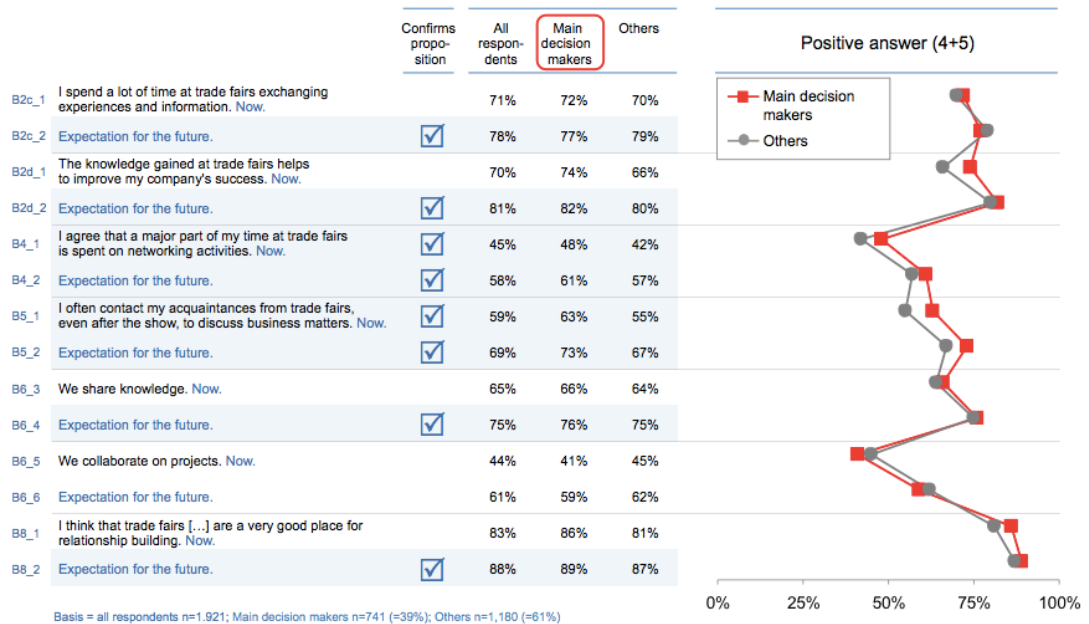


Figure 4.21 shows that – unlike within the sales dimension – there is no notable difference between the expectations of visitors and exhibitors when it came to using social network aspects of the trade fair environment. This underlines that social networking has become an integral aspect of the trade fair experience for all involved parties, regardless of their role on the floor.

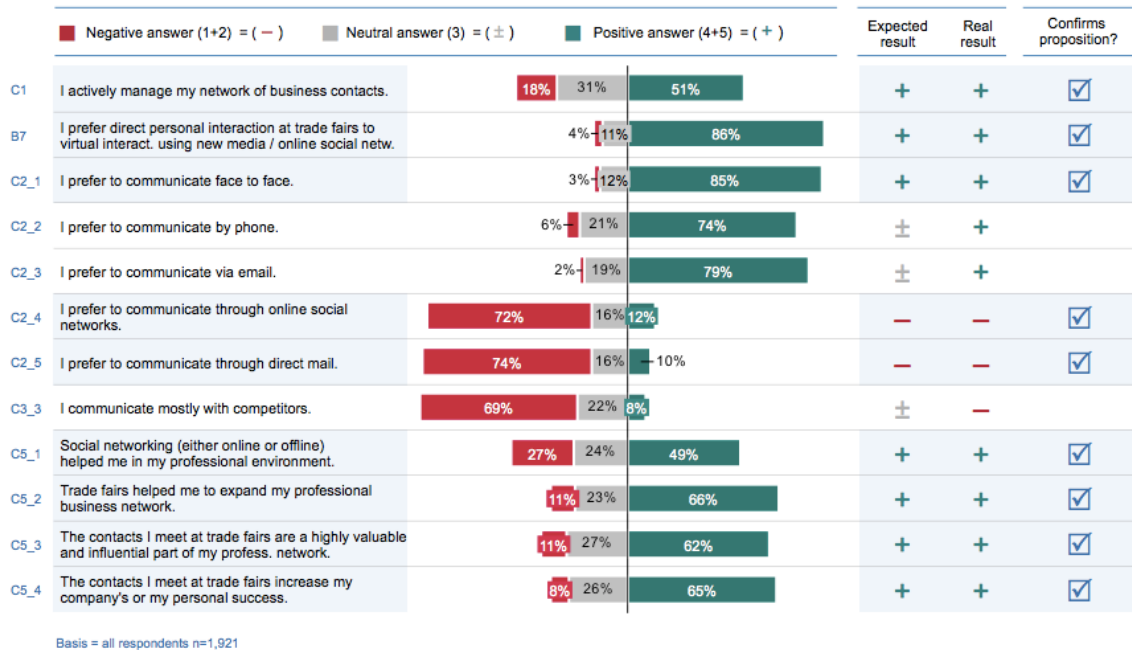


**Figure 4.22 Questionnaire Results: Social Network Dimension I Decision Makers**



The difference between ordinary attendees and decision makers, when it comes to social networking within this first section, was also hardly noticeable. The only notable element, which is shown in Figure 4.22, shows that decision makers seemed more fixated on their companies' success. They were less likely to collaborate and more likely to focus on networking activities. This is understandable, as decision makers should be less focused on their day to day business, and more interested in expanding their – and thus their companies' – networks.

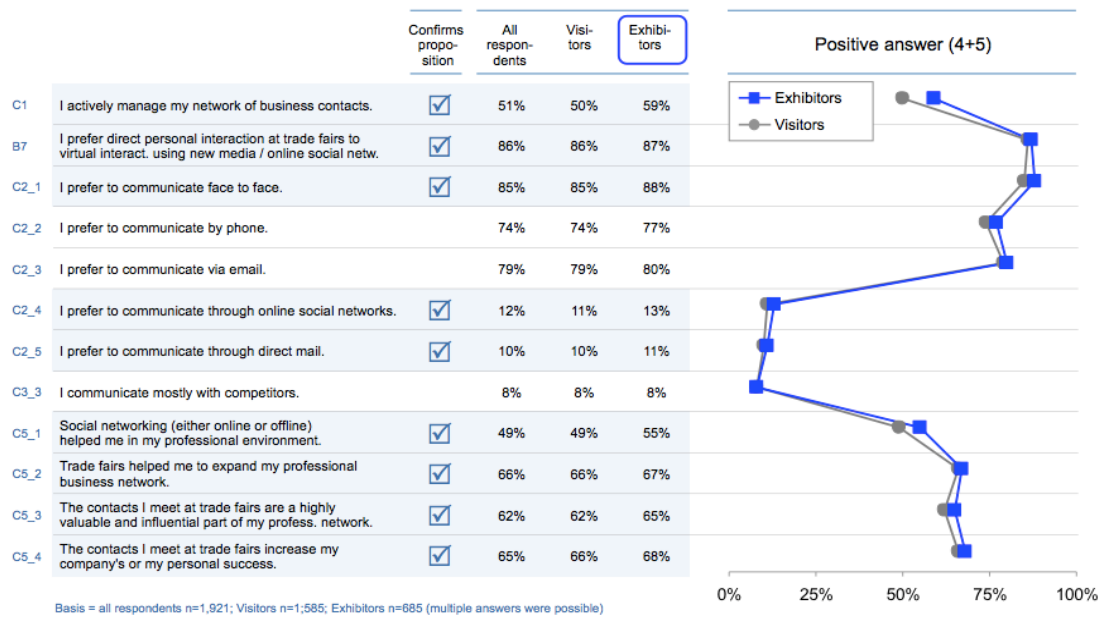
**Figure 4.23 Questionnaire Results: Social Network Dimension II Overview**



The next set of questions is mainly dedicated to the central element of all networking activity: communication. Figure 4.23 demonstrates the clear message sent by responders to the questionnaire. 51% of surveyed contacts were aware of the fact that they operate within a complex social network and manage it accordingly. Their communicative behaviour also supports the assumption that trade fairs are a social network, as they preferred the direct interaction at trade fairs to all other forms of social interactions. While it is surprising – as mentioned before – that phone and especially email conversations still gather such a widespread following even after all the criticism levelled against them, the trend is undeniable. According to the responders of this survey, which are all industry professionals, trade fairs are nevertheless the best way to communicate with important contacts.

Responders also acknowledged that they understand and care about the importance of social networking for their professional environment and that they considered their trade fair activity as important for the expansion of their professional business network, as they were able to establish a large number of highly valuable and influential connections, which were a direct influence on their personal and/or their company's success.

**Figure 4.24 Questionnaire Results: Social Network Dimension II Visitor / Exhibitor Split**

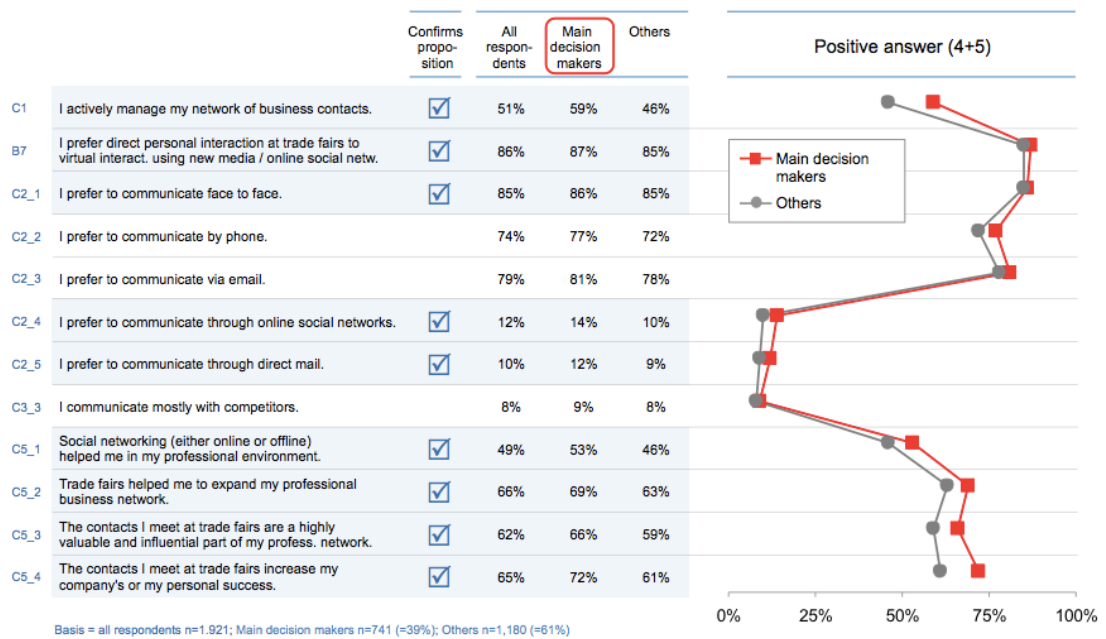


The same differentiation between the responses of visitors and exhibitors delivered similar results to the previous dimension of the social network set of questions. Figure 4.24 shows that the opinions of both parties largely overlapped, with a very small trend towards a higher value placed on active contact management for exhibitors.

Decision makers, however, were a lot more invested in active contact management and networking than other trade fair attendees.

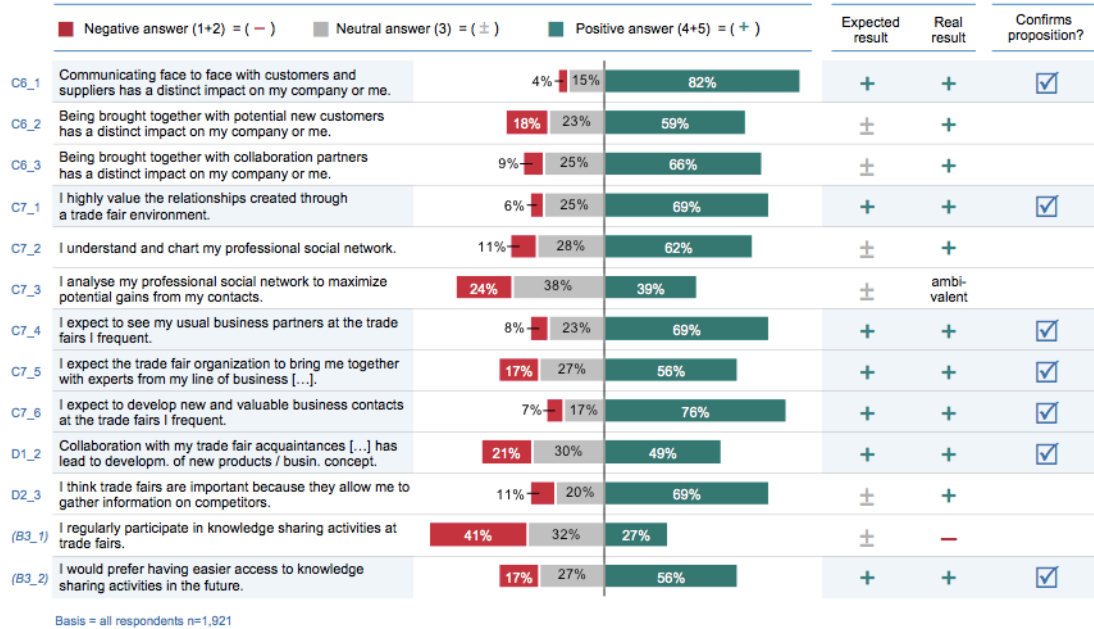
Figure 4.25 displays a consistently higher rating for social networking and communication aspects by participants who have been identified as individuals in positions of power. Differences of up to 11 points speak for themselves. This once again ties in with and reinforces the discoveries made through the analysis in the previous section and supports the thesis that trade fairs exhibit social network characteristics – and that industry leaders have recognised these characteristics and are prepared to use them.

**Figure 4.25 Questionnaire Results: Social Network Dimension II Decision Makers**



To summarise this dimension, one might say that all responders, but especially the industry leaders in the group, knew about the value of contacts generated at trade fairs and know how to utilise these contacts. They visit trade fairs, amongst others reasons, because of their unique, direct communication structure and they like to extend their communication channels with other, more impersonal forms of communication. What is truly fascinating though is that – as mentioned previously – online social networks are almost as unpopular as direct mail for business communication.

**Figure 4.26 Questionnaire Results: Social Network Dimension III Overview**

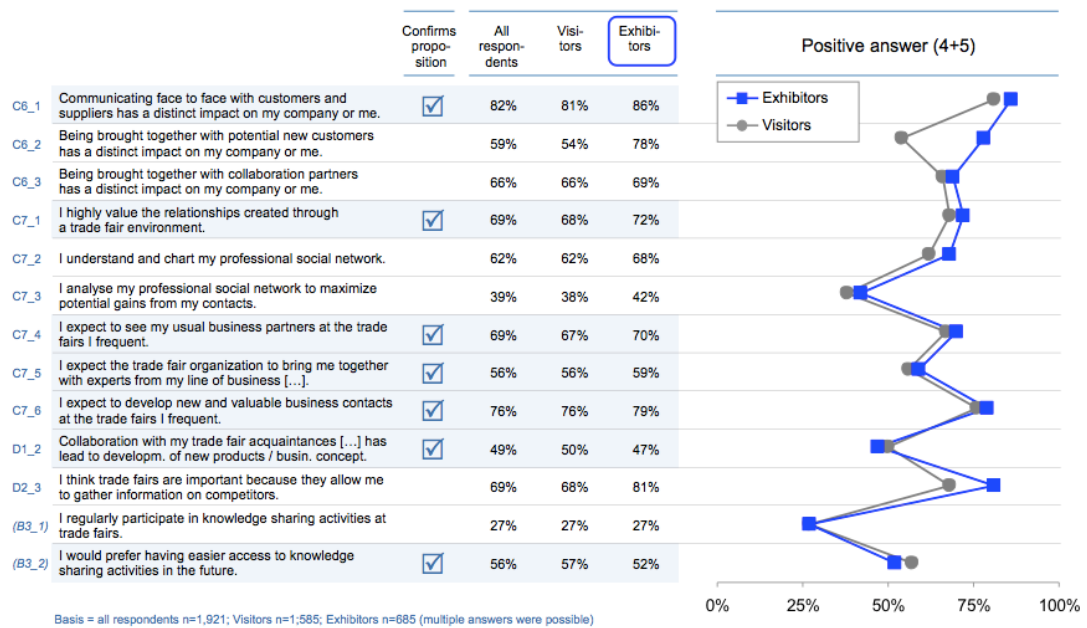


The last set of questions for the social network hypothesis revolves around the usage and potential of social networking within a trade fair environment. **Figure 4.26** shows that trade fair participants did indeed have high expectations towards trade fair organisations and the way they integrate social networks into trade fairs. Responses exceeded conservative expectations; responders for example requested to be actively brought together with collaboration partners at the trade fair, something that has only very rarely been done before.

It is also quite interesting that 41% of responders said that they did not participate in knowledge sharing activities, whereas 56% would have preferred to have easier access to these activities in the future. This area is definitely something where successful trade fair organisations need to improve and innovate.

This section shows that the trade fair of the future needs to combine the desire for collaboration and information sharing with the high interest 82% of responders expressed in personal interaction within the trade fair setting.

**Figure 4.27 Questionnaire Results: Social Network Dimension III Visitor / Exhibitor Split**



While the second view of this set of questions seems to overlap at first, figure 34 displays a distinct variance between the responses of exhibitors and visitors. As discussed before, exhibitors seemed to be far more interested in acquiring leads and new customers than visitors – a desire, which is understandable considering the amount of money exhibitors invest in their trade fair presence. The 24-point difference shown above confirms this thought. The rest of the graph is fairly uniform, with one small breakout when it comes to gathering information on competitors – one would expect that visitors were more interested in doing market research. However, the responses indicated that the opposite was the case, as exhibitors are 13% more likely to conduct market research. Maybe this is related to the immense investment the exhibitor’s company has made and the associated expected results.

**Figure 4.28 Questionnaire Results: Social Network Dimension III Decision Makers**

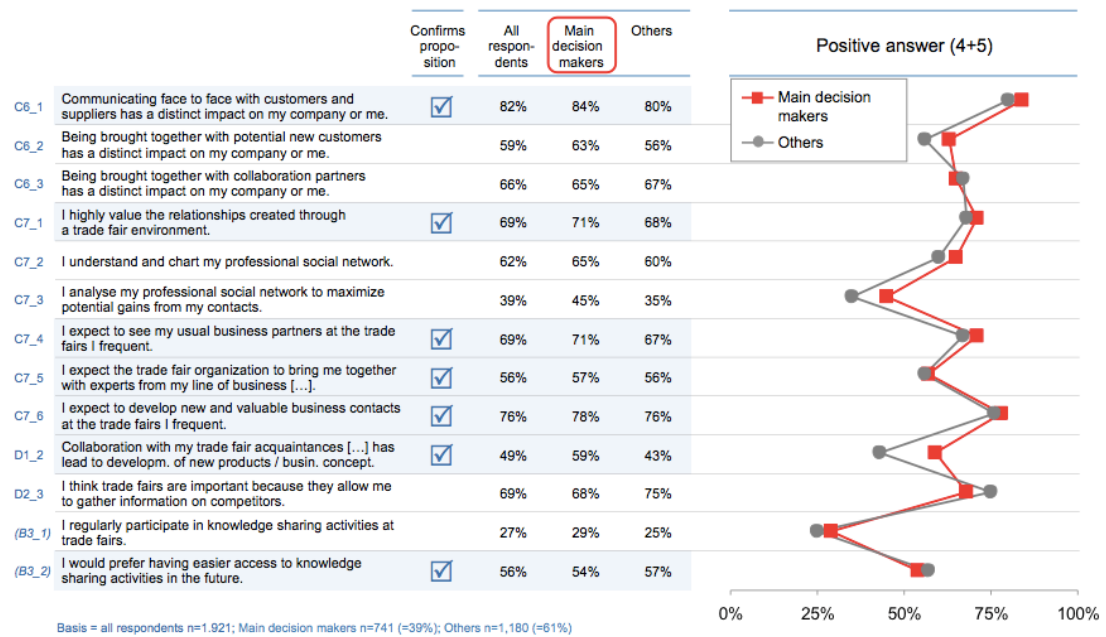


Figure 4.28 once again shows a fairly uniform picture. It is nonetheless evident that decision makers are more interested in speaking directly to customers and actively managing their network, as they are directly tied to their companies' success and spend more time communicating and less time collaborating at an operative level. It is interesting that industry leaders were 16% more likely to confirm that collaboration within the trade fair environment had directly influenced their company in a positive way through the creation of new products or business concepts. They were also slightly more likely to share knowledge in the trade fair environment than their employees.

These three sets of responses prove the social network dimension of trade fairs irrefutably. It is evident that all groups of responders, be they visitors or exhibitors, ordinary employees or decision makers, are very interested in utilising the trade fair social network. Most participants understand the inherent value of communication with other attendees and the worth of the ties and social connections they develop within the trade fair, while some even go as far as charting and mapping their professional relationships to discover future potential. It is clear that responders were very interested in information sharing and would have preferred to have more opportunities to conduct information sharing activities than are available in today's trade fair environment. The same is true for collaboration as well. It came as a surprise that questionnaire participants al-

ready actively engaged in collaborative activities in the trade fair settings and were eager to discover more ways in which they could use the collaborative and innovatory potential of the trade fair social network for their own and their company's gain – a theme that will be further explored in the next section. In any case, the question posed at the beginning of this section can be answered with a resounding “Yes”.

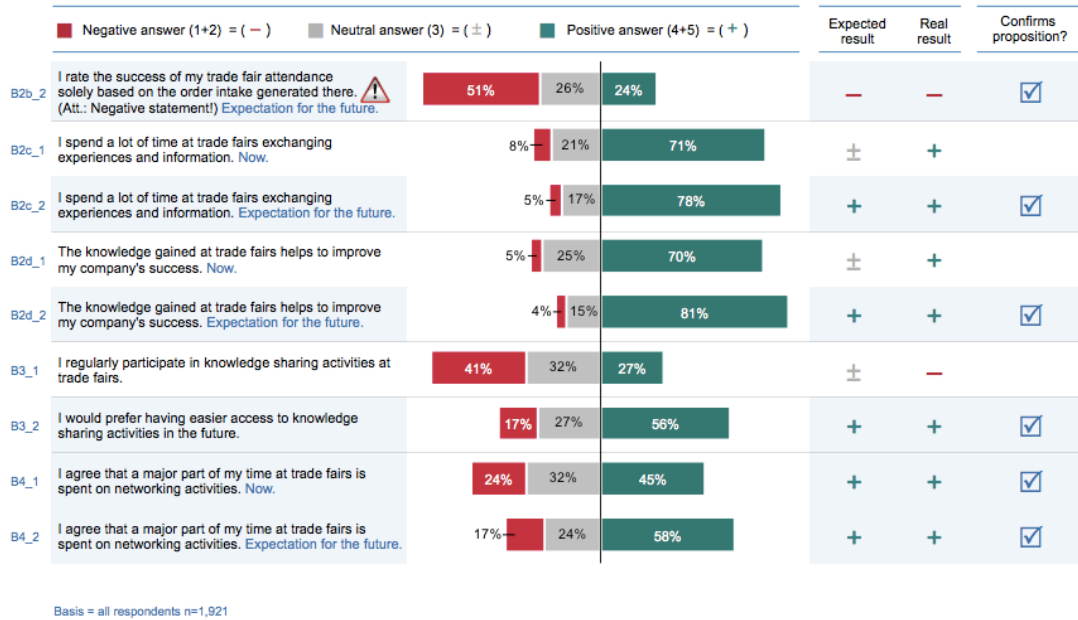
**4.3.4. IS THE CAPABILITY OF TRADE FAIRS TO GENERATE INNOVATION THEIR MOST VALUABLE ASSET AND IS DEVELOPING IT THE KEY TO TRADE FAIR SUCCESS?**

The literature review has shown that the most valuable item available in business today might not be whichever currency is used in a certain business transaction, but the information, the collaborative potential, and the innovations that arise from such a transaction. If this concept is expanded into the trade fair environment, it means that trade fair organisations have to use everything in their power to use the potential of their unique social networks to maximise this innovative potential. The trade fair attendee of the future might not only be looking for product insight or information in a buying process, but much rather come to collaborate and return with a host of new ideas for his or her company – and will consequently choose the trade fair which allows him to maximise this potential.

This section tries to combine all questions that might confirm or refute this thesis to discover if this assumption rings true.



**Figure 4.29 Questionnaire Results: Innovation Dimension I Overview**



The same shift that was analysed in the previous sections is discussed at this point: The definition of trade fair success is shifting away from order intake to information gathering, social connections and collaboration. As it has been proven that exchanging information is a form of collaboration and that collaboration is the prerequisite for innovation, collaborative efforts are the centre of this part of the questionnaire analysis. Once again, the responses, which are shown in Figure 4.29, conform to expectations: responders verified that they are moving away from order intake as their main indicator for trade fair success. They communicate more and are happier to share and trade information. The same aspect that was discussed in the previous section is obvious here as well: While it was expected that trade fair attendees were already happily sharing information, they confirmed that they are willing, but lack the chance to do so. This confirms the hypothesis even more than the expected answer. It states, after all, that generating innovation is the main success factor for trade fairs, as confirmed by responders above, but that trade fair organisations need to use this capability to prepare their trade fairs for the future.

**Figure 4.30 Questionnaire Results: Innovation Dimension I Visitor / Exhibitor Split**

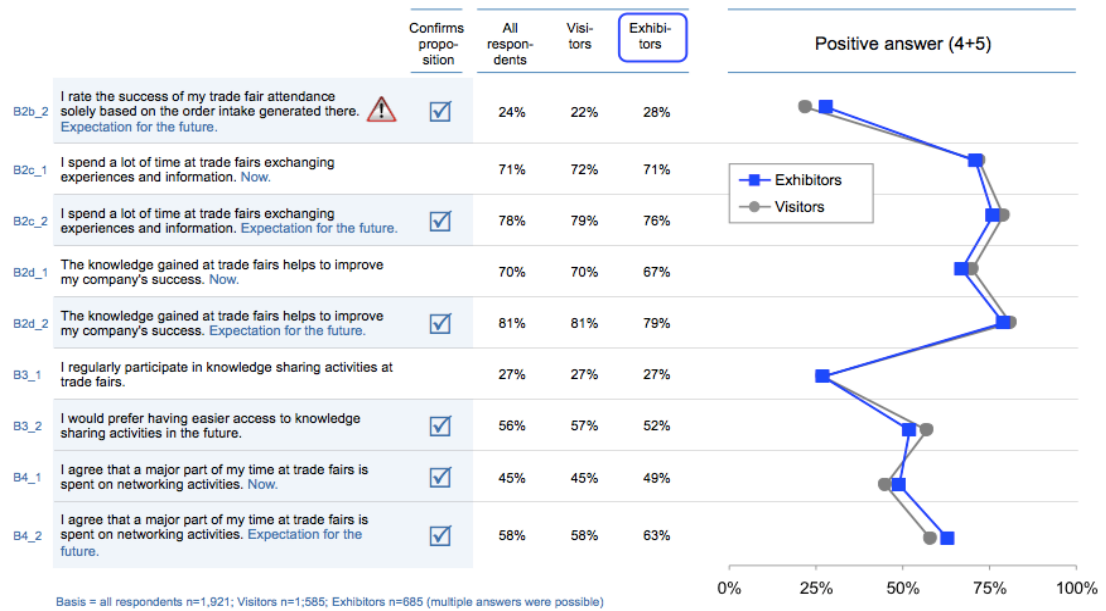
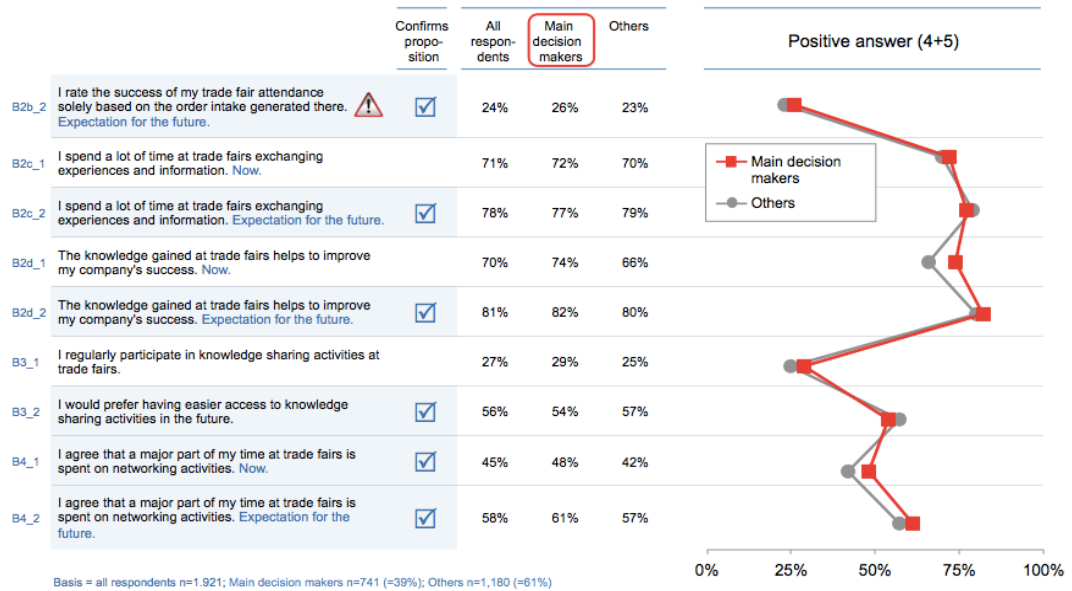


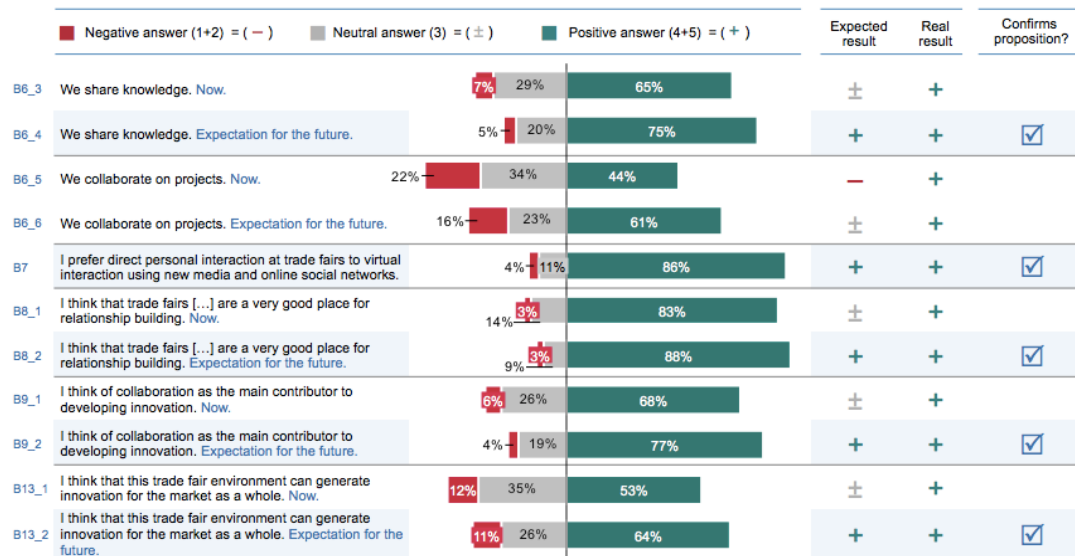
Figure 4.30 shows the same distinction between visitors and exhibitors applied before. The graphs are almost identical now, which indicates that the differences between visitors and exhibitors blur into one uniform view. When it comes to sharing information and collaborating, all parties, regardless of whether they sponsor booths or simply attend, realise the same potential.

**Figure 4.31 Questionnaire Results: Innovation Dimension I  
Decision Makers**



Main decision makers are once again more likely to share knowledge and network than ordinary visitors, as evidenced by Figure 4.31. They have a more immediate relationship to the success of their company and thus value the knowledge gained at trade fairs more. They are also, as already mentioned in the previous section, far more interested in conducting networking activities.

**Figure 4.32 Questionnaire Results: Innovation Dimension II Overview**



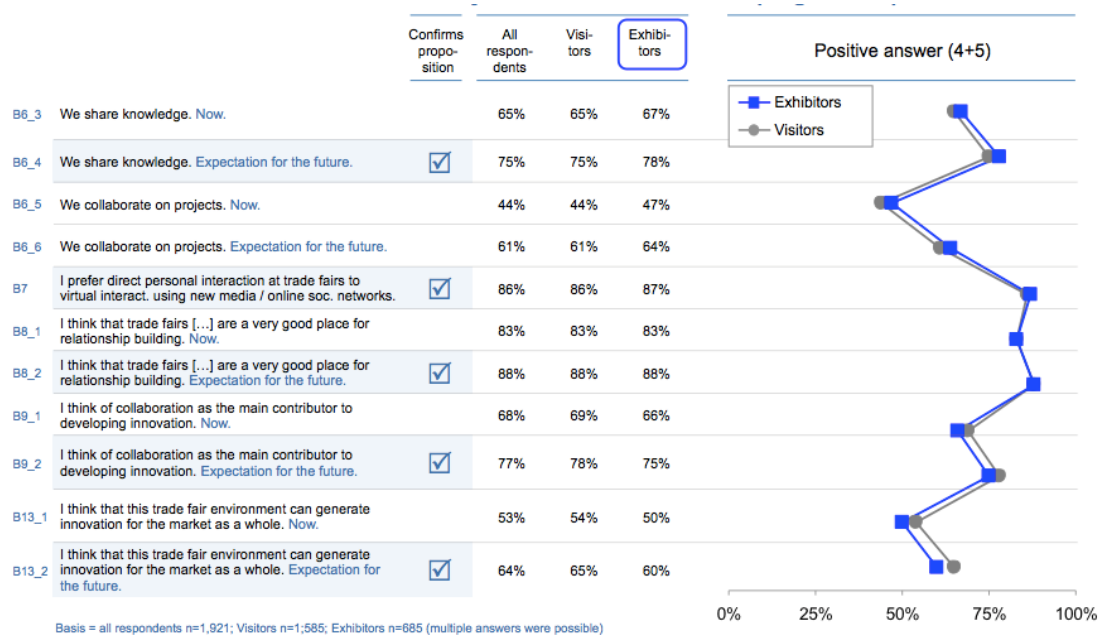
At first glance, Figure 4.32 seems to neither confirm nor refute the underlying thesis. While it was expected that knowledge sharing and collaboration would be weak trends that had not yet fully matured, the questionnaire responses show that 65% and 44% of responders, respectively, already actively pursue them. The development is even more obvious when considering the responses for the future: 75% wanted to share knowledge in the future, whereas 61% planned to collaborate. This ten to 17% increase is a clear indicator that the hypothesis is supported.

Question B9\_1, which aimed to analyse the impact collaboration has on innovation and thus one of the core points of this thesis, displays the same behaviour. While it was expected that the current opinion of trade fair professionals would only support this hypothesis moderately, the 68% positive response indicated that they were already very aware of the direct connection between collaboration and innovation, and that they expected a steady increase in the importance of this connection. These responses not only confirm the hypothesis, but also retroactively ratify the validity of the research discussed in the last section of the literature review and thus the trail of thought that led to the core idea of this work.

Unsurprisingly, questionnaire responders are already further ahead when it comes to believing in the innovatory power of trade fairs. 53% regarded trade fairs as sources of

innovation for entire markets and 64% believed this to be true for the future. Consequently, even though the expectation was a moderate answer, this very positive trend confirms the hypothesis, which states that trade fairs are indeed sources of innovation for the whole market. In the following paragraphs, the same set of questions will once again be analysed from the viewpoints of visitors, exhibitors and decision makers.

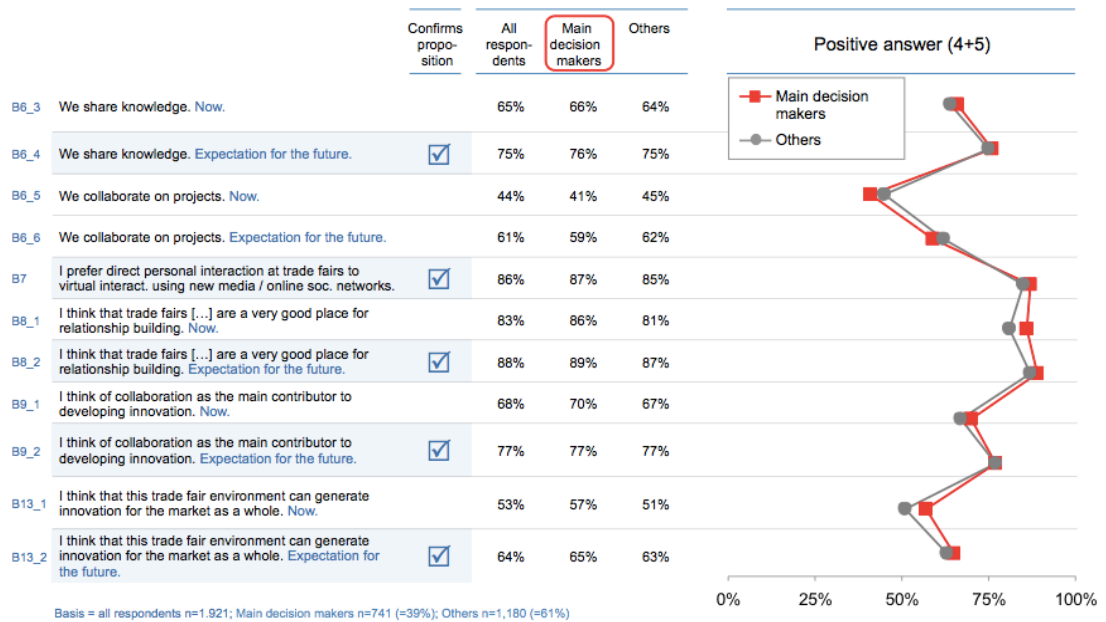
**Figure 4.33 Questionnaire Results: Innovation Dimension II Visitor / Exhibitor Split**



While the graphs seem to be overlapping at first, Figure 4.33 shows a weak trend that confirms previous suspicions: while exhibitors were still very much interested in selling and closing deals, visitors were more intent on learning and collaborating. They were between three and five percent more likely to collaborate than their exhibitor counterparts and to believe that trade fairs can generate worthwhile innovations for the market as a whole – now, as well as in the future.

Figure 4.34 also expands previous thoughts by once again confirming that ordinary employees are more likely to collaborate on an operational level, while decision makers and market leaders are more interested in expanding their network. Decision makers also strongly believe that even the trade fairs of today have the capability to generate innovation, whereas other responders only share that thought when it comes to discussing the trade fair of the future.

**Figure 4.34 Questionnaire Results: Innovation Dimension II Decision Makers**



The last section of the questionnaire is entirely dedicated to the relationship between collaboration and the development of innovation.

**Figure 4.35 Questionnaire Results: Innovation Dimension III Overview**

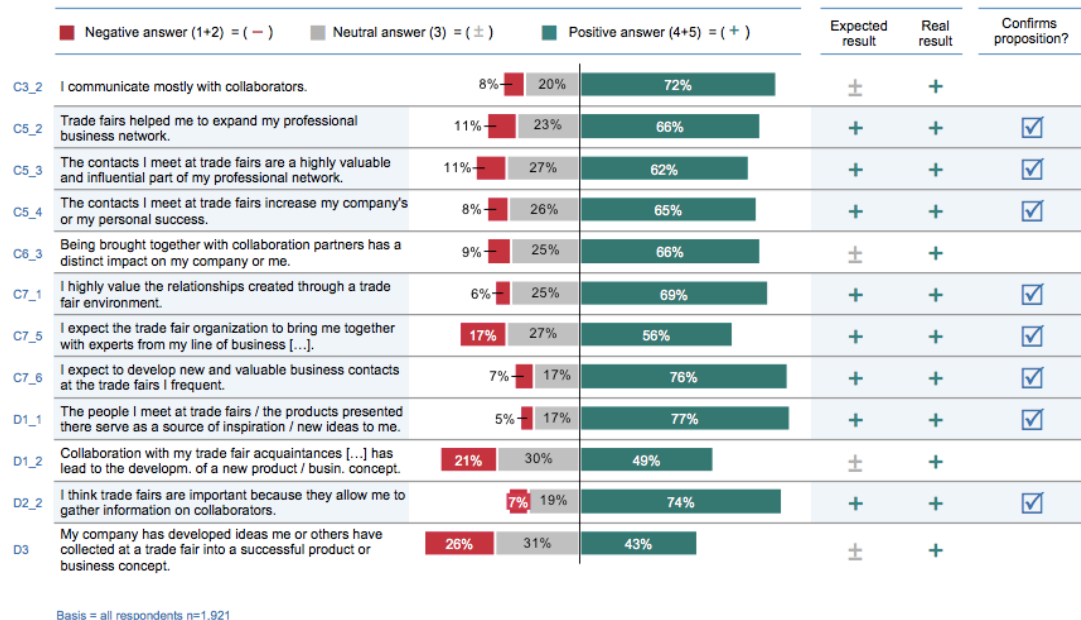
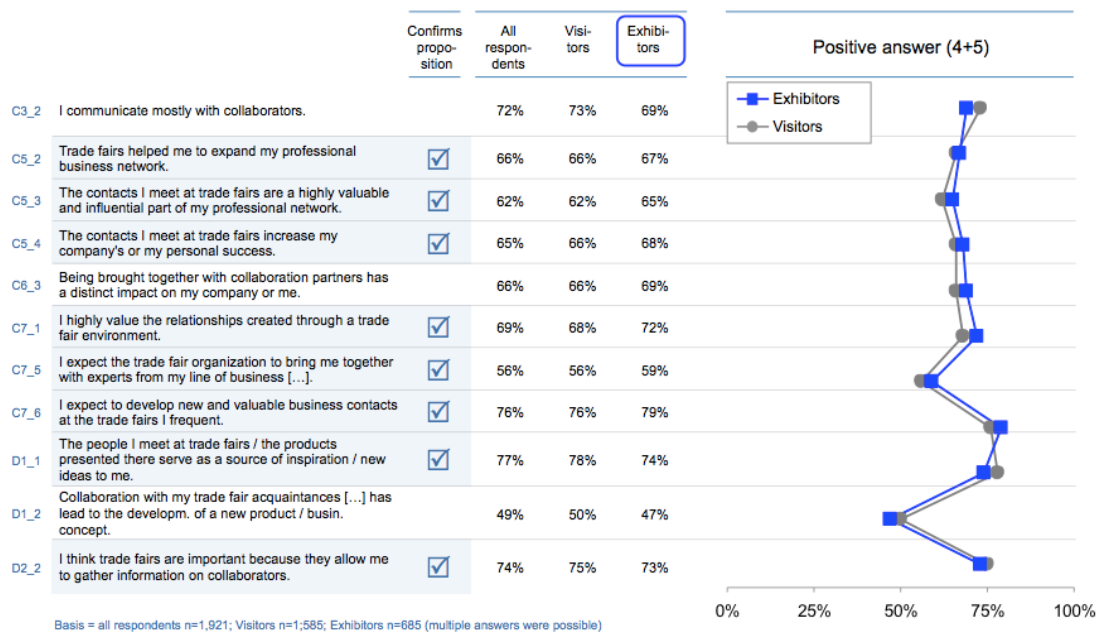


Figure 4.35 shows that questionnaire participants rated all aspects of collaboration incredibly high. For example, 72% stated that they communicate mostly with collaborators, 66% agreed that meeting with collaboration partners had a distinct impact on their

company and them and 56% expected to be brought together with experts from their line of business.

The last set of questions, all prefaced with the letter 'D', are entirely dedicated to the dimension of innovation. Once again, only neutral responses were expected for two of the questions, which – surprisingly – were answered with moderately positive results, showing that the average trade fair attendee is already farther along the path to grasping the innovative potential of trade fairs. Which, considering the fact that, according to the responses analysed in other sections, trade fair organisations are not offering enough opportunities for sharing information and collaboration, is a worrying development. If the purveyors of a service are better developed than the service itself, it is high time for a change. 77% agreed that the products they see and the people they meet at trade fairs served as a source of inspiration for them. 49% had already been able to develop a new business concept through collaboration within a trade fair environment. 74% of responders agreed that trade fairs are important to them because they can gain a deeper insight into their collaborators. Most astoundingly, 43% confirmed that they had already been able to develop a successful product or business concept through information or ideas that had been collected at a trade fair. Nothing could be a clearer confirmation of the hypothesis at hand: Almost half of the responders to a survey targeted at trade fair professionals agreed that a trade fair has been the cause of a positive development for their company apart from the monetary gain of order intake. Trade fairs are no longer only sales stages or networking hubs oriented towards customer relationships – they are veritable sources of valuable ideas and should be marketed as such.

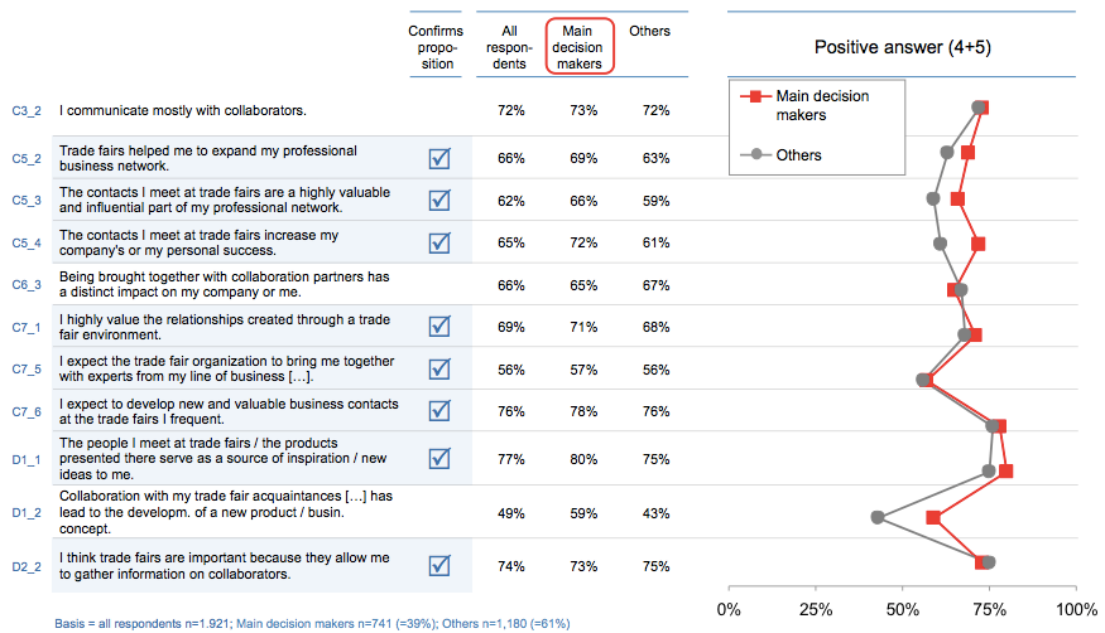
**Figure 4.36 Questionnaire Results: Innovation Dimension III Visitor / Exhibitor Split**



As shown in Figure 4.36, the differences between visitors and exhibitors are minimal. This comes as no surprise. As discussed previously, this dimension contains no questions aimed at selling goals or the generation of leads and is purely focused on collaborative and information-sharing aspects, which should not differ between exhibitors and visitors.



**Figure 4.37 Questionnaire Results: Innovation Dimension III  
Decision Makers**



The difference between decision makers and ordinary employees is much more interesting. Business leaders are more likely to embrace networking and utilise their trade fair contacts. They are slightly less likely to collaborate, but are more amenable to seeing the influence that collaboration and information sharing have on their company through the development of new product ideas. An astounding 59% of decision makers agreed that trade fairs have had a measurable positive impact on their company through the creation of a new product or a new business concept, whereas only 43% of ordinary employees expressed that sentiment.

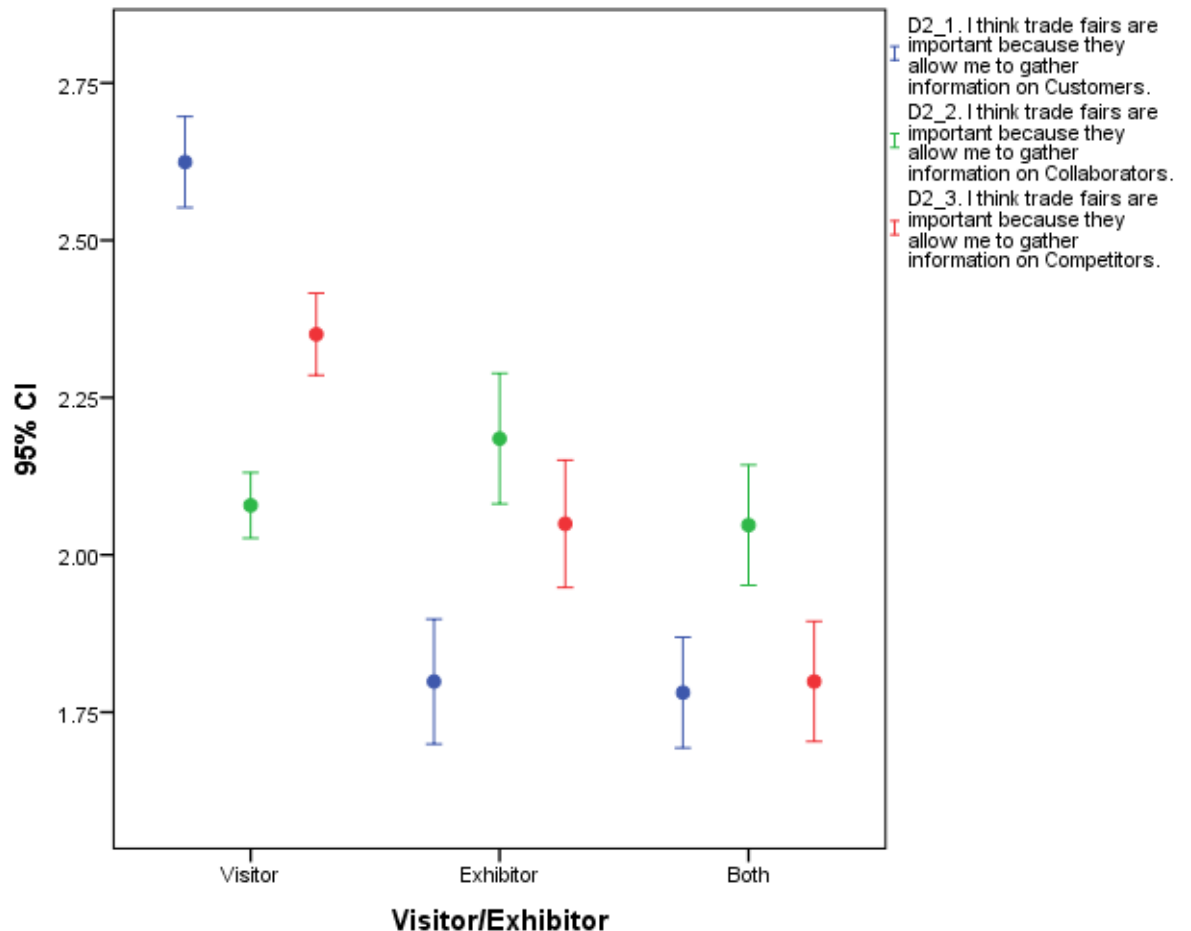
Combining these three elements of the innovation dimension of trade fairs, one can confirm that the capability of trade fairs to generate innovation is indeed their most valuable asset. Visitors, exhibitors, ordinary employees and decision makers all agree that they visited trade fairs not only to bolster their order intake numbers, but also to develop new product ideas and business concepts that open up new potential for their company. It is also clear that questionnaire responders are already more interested in active collaboration within the trade fair environment than established trade fair literature might suggest. Most participants of the questionnaire had already participated in knowledge sharing activities and collaborated with others towards higher goals. The trade fair organisation of the future needs to enable these people to better collaborate and give them suffi-

cient opportunities to share their ideas and thoughts. According to the research, the focus of trade fairs needs to shift from the selling stage to the innovation space.

#### 4.4. TESTING THE HYPOTHESES

To verify the veracity of the findings that were made in the previous sections in conjunction with the hypotheses, a series of tests is conducted. To recap, the degree of agreement of three reasons for attending trade fairs was asked on five point Likert scales ranging from 1 (strongly agree) to 5 (strongly disagree). The reasons were to acquire information on customers, collaborators and competitors. The means of the scores on these questions split by nature of the respondent are displayed in Figure 4.38.

**Figure 4.38 Correlation between responder role and trade fair knowledge allocation**



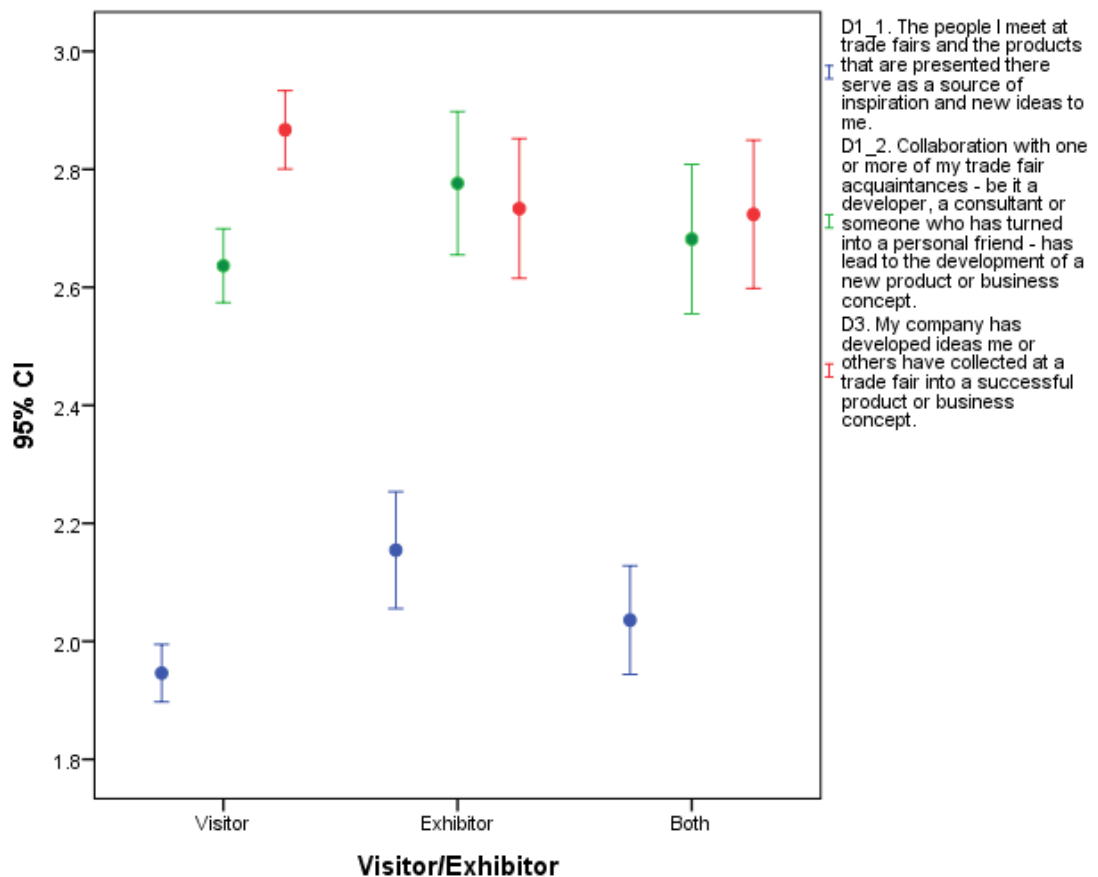
The conclusion to be drawn from Figure 4.38. is that exhibitors are generally in more agreement than visitors and all scores score less than the neutral position of 3.

To test for innovation, three questions were asked, which were:

- Whether people and products at the Trade Fair were an inspiration,
- Whether collaboration arising from the trade fair contacts has led to new business concepts,
- And/or whether products and ideas have been developed into success.

Answers to these questions distributed by type of respondent are displayed in Figure 4.39. It is clear that there is no significant difference between visitor type. There is agreement on the statements made in the questions. However, agreement is strongest that people and products encountered serve as a source of inspiration for new ideas.

**Figure 4.39 Correlation between responder role and trade fair innovation potential**



The correlation between reason for attending and the measures of innovation are displayed in Table 4.1.

**Table 4.1 Pearson Correlation Coefficients for the link between reason for attending the Trade Fair and Innovation**

	The people I meet at trade fairs and the products that are presented their serve as a source of inspiration and new ideas to me.	Collaboration with one or more of my trade fair acquaintances - be it a developer, a consultant or someone who has turned into a personal friend - has lead to the development of a new product or business concept.	My company has developed ideas me or others have collected at a trade fair into a successful product or business concept.
I think trade fairs are important because they allow me to gather information on Customers.	0.128**	0.205**	0.281**
I think trade fairs are important because they allow me to gather information on Collaborators.	0.332**	0.324**	0.295**
I think trade fairs are important because they allow me to gather information on Competitors.	0.211**	0.209**	0.255**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

All the correlation coefficients are significant at the 5% level and are positive. The values relating to gaining information on customers and innovation has fairly low correlation coefficients.

This supports the hypothesis that:

- H1: reasons for attending trade fairs are to find out about customers, collaborators and competitors.
- H2: Innovation arises from attendance of trade fairs.
- H3: Finding out information on customers, collaborators and competitors is associated with higher levels of innovation.

There are strong correlations between the measures of innovation and this allowed Principal Component Analysis to be conducted to generate a single *index of innovation*. One component was obtained, which retained 64% of the original variation between the innovation questions. Similarly significant correlations existed between the reasons for attending and the first principal component of the reasons questions was obtained. This component explained just over 58% of the original variation and is termed *Acquire Information*.

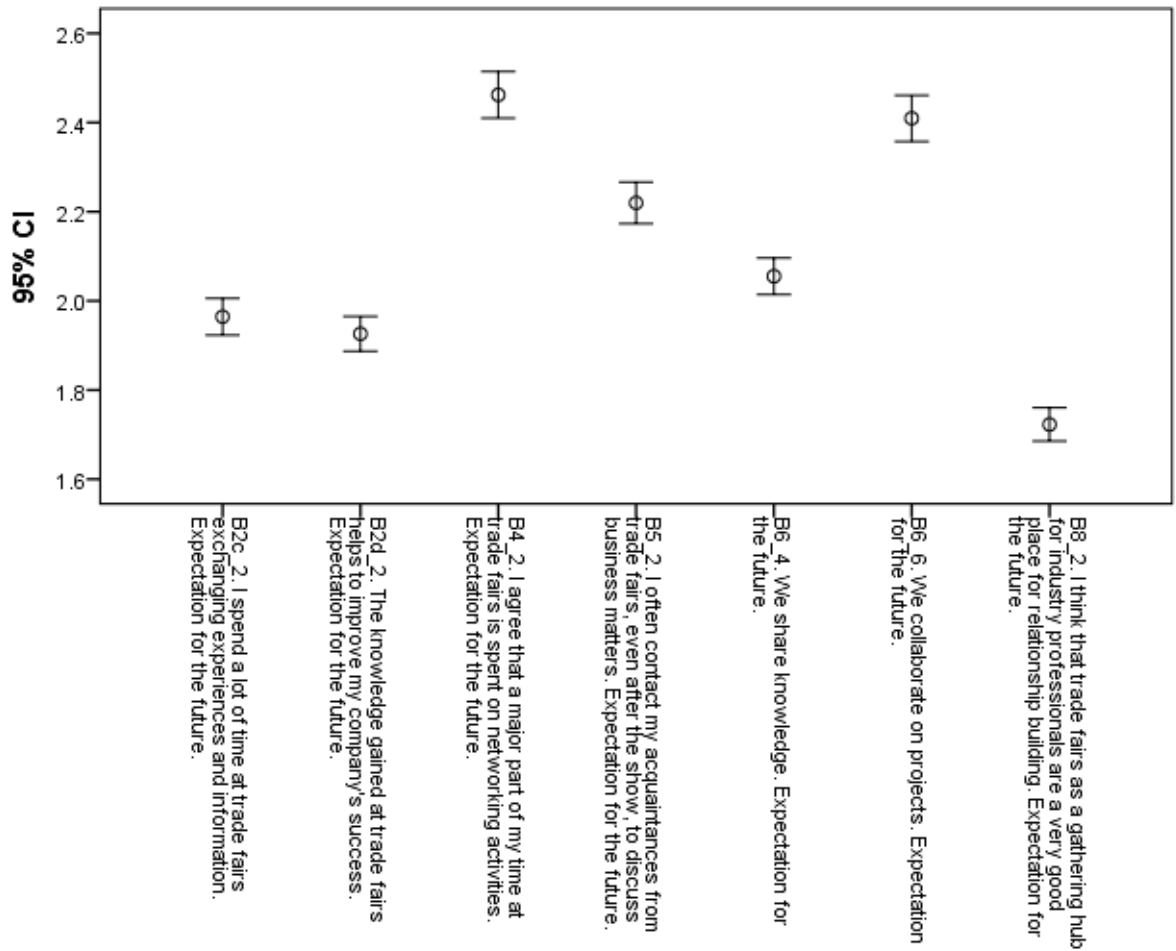
How the correlation between reasons for attending the trade fair and innovation varies with visitor type, whether the respondent is German or international, and the impact of organisational size is now investigated. In Table 4.2 a comparison of means is made between these categories and independent samples t-tests (for Attendee type and if German or not); one way analysis of Variance (ANOVA) for respondent's organisational size, and correlation coefficients are computed.

**Table 4.2 Comparisons of means of the components representing acquiring information and index of innovation**

Category	Acquire information	P Value	Index of innovation	P Value	Correlation between Acquire Information and the Index of Innovation	P Value
<i>Respondent</i>						
<b>Visitor</b>	0.182	<0.001	-0.201	0.092	0.395	<0.001
<b>Exhibitor</b>	-0.222		0.086		0.467	<0.001
<i>Country</i>						
<b>German</b>	0.058	0.003	0.087	<0.001	0.365	<0.001
<b>International</b>	-0.086		-0.126		0.453	<0.001
<i>Organisational Size</i>						
<b>1 - 10</b>	0.096	<0.001	-0.042	0.06	0.468	<0.001
<b>11 - 100</b>	-0.160		-0.075		0.448	<0.001
<b>101 -1000</b>	-0.091		0.042		0.343	<0.001
<b>1000+</b>	0.170		0.082		0.346	<0.001

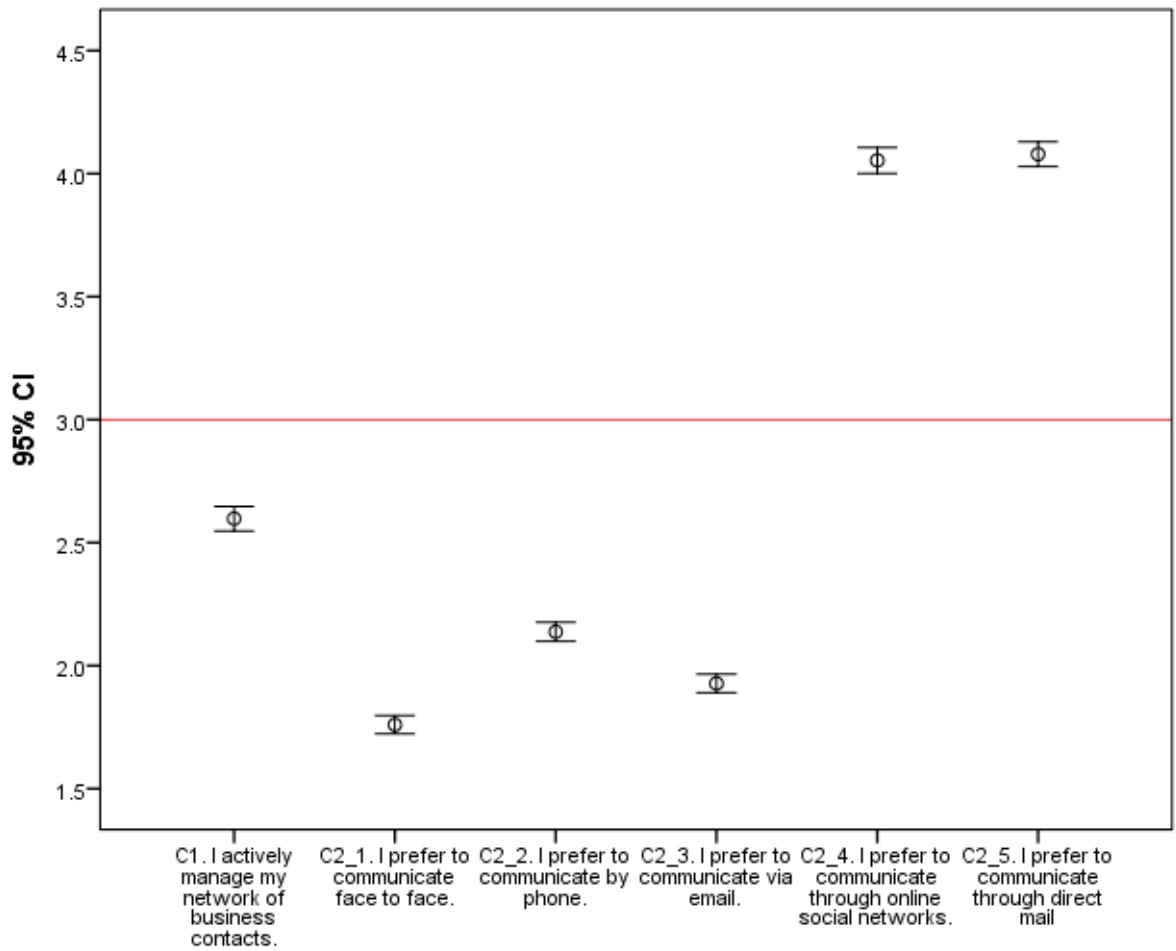
To ascertain a measure of the amount of social network intensity seven questions were asked about the degree of social network as envisioned in future and now. The answers to these are plotted in Figure 4.40. Principal Component Analysis was then applied; only one component emerged which only accounted for 42% of the original variance. This low figure was surprising as Cronbach's Alpha reliability test value was high at 0.765 suggesting that there was a strong degree of concordance between the variables and so it was expected that more of the original variation would be accounted for. The component was named *Social Networking*.

**Figure 4.40 Principal component analysis: Social network development**



From Figure 4.40 it is clear that networking is perceived to be important in the future. Indeed respondents believe that social networking has helped them in their business environment and they actively measure and understand their social network. (These were asked as questions on a 5 point Likert scale, in which 1 corresponded to strongly agree and 5 was strongly disagree and the scores were 2.72 and 2.38 respectively, both significantly less than the neutral point 3,  $p$  value  $<0.001$ ). However, when asked about how respondents preferred to communicate, online social networks scored high, indicating a strong reluctance to communicate in this way and significantly less preferred than even the neutral position (3). Obviously, online social networks still have not garnered the same respect that face-to-face communication has. See Figure 4.41. (Direct mail is also not preferred).

**Figure 4.41 Evaluation of communication channels with regard to proclivity for networking**



In order to determine how social networking relates to the acquisition of information and to innovation Table 4.3 was formed.



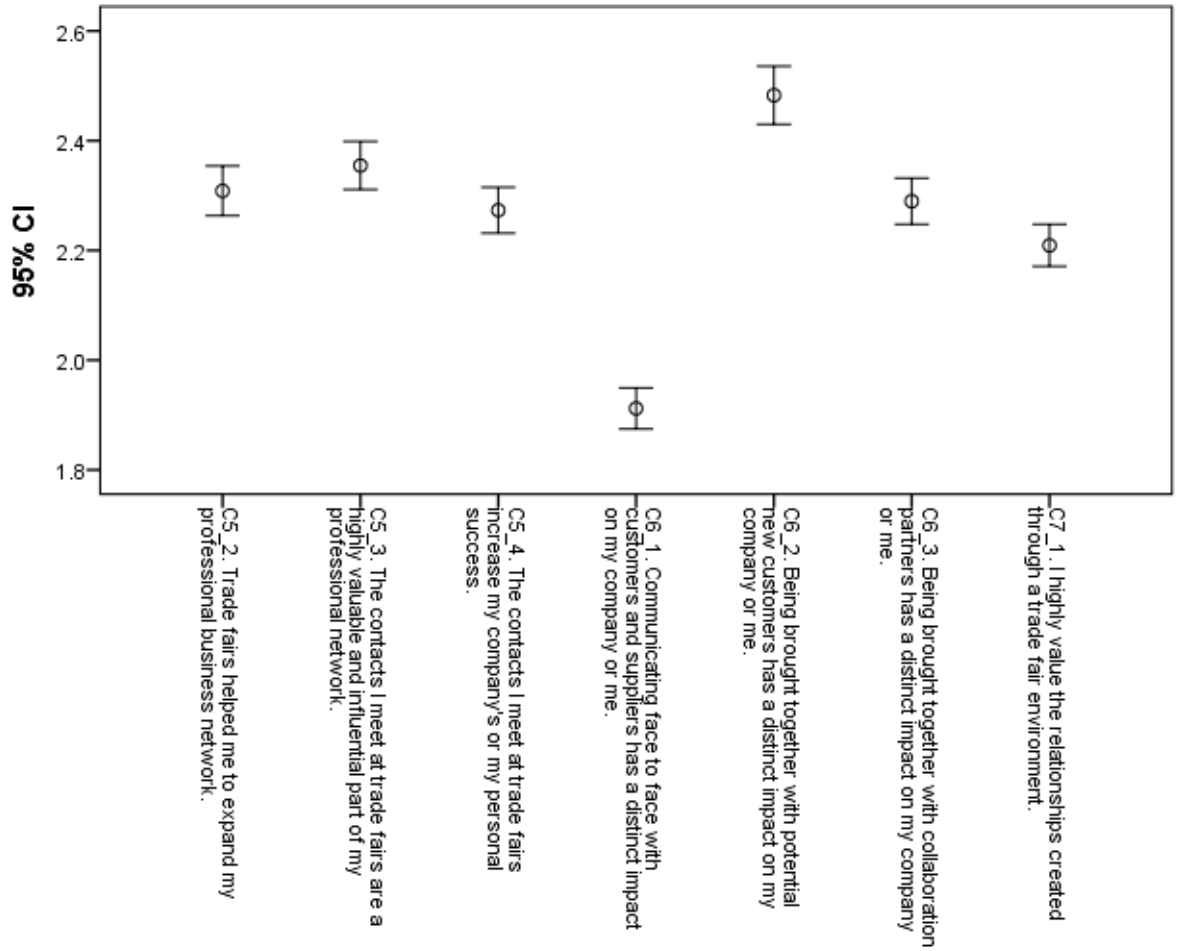
**Table 4.3 Comparisons of the components representing social networking and correlations with acquiring information**

Category	Social Networking	P Value	Correlation between social networking and acquisition of Information	P Value	Correlation between social networking and the index of innovation	P Value
<i>Respondent</i>						
<b>Visitor</b>	0.038	0.651	0.326	<0.001	0.413	<0.001
<b>Exhibitor</b>	0.068		0.387	<0.001	0.389	<0.001
<i>Country</i>						
<b>German</b>	-0.017	0.563	0.373	<0.001	0.393	<0.001
<b>International</b>	0.012		0.453	<0.001	0.461	<0.001
<i>Organisational Size</i>						
<b>1 - 10</b>	0.015	0.797	0.516	<0.001	0.516	<0.001
<b>11 - 100</b>	0.021		0.439	<0.001	0.460	<0.001
<b>101 -1000</b>	0.011		0.281	<0.001	0.385	<0.001
<b>1000+</b>	-0.038		0.285	<0.001	0.449	<0.001

From Table 4.3 is evident that there is no significant difference between respondent types, country or organisational size. For all factors, there are significant positive correlations between social networking and the acquisition of information and the index of innovation. Interestingly, the correlation coefficient between acquiring information and organisational size diminishes as organisational size increases. Consequently, social networking must be particularly important to smaller organisations.

Considering the perceived benefit of trade fairs the value stated by respondents to seven questions are illustrated on the error bar in Figure 4.42. All are perceived to be significantly more beneficial than the neutral position (3). The benefits of face-to-face communication are significantly more beneficial than any other benefit, once again underlining the unique selling proposition of trade fair participation.

**Figure 4.42 Margin of Error for Benefit Questions**



Factor analysis was applied to combine these questions and two components were formed described here as *Contacts* and *Relationships* and their structure are displayed in Table 4.4.

**Table 4.4 Factor Components of Benefit Questions**

	Component	
	Contacts	Relationships
C5_3. The contacts I meet at trade fairs are a highly valuable and influential part of my professional network.	.876	
C5_2. Trade fairs helped me to expand my professional business network.	.835	
C5_4. The contacts I meet at trade fairs increase my company's or my personal success.	.786	
C7_1. I highly value the relationships created through a trade fair environment.	.643	.402
C6_2. Being brought together with potential new customers has a distinct impact on my company or me.		.835
C6_3. Being brought together with collaboration partners has a distinct impact on my company or me.		.744
C6_1. Communicating face to face with customers and suppliers has a distinct impact on my company or me.	.385	.679
<b>% of Variance Accounted for</b>	<b>38.87%</b>	<b>28.81%</b>

**Table 4.5 Correlation between Relationships, Knowledge Sharing and Innovation**

Category	Contacts	P Value	Relationships	P Value		
<i>Respondent</i>						
<b>Visitor</b>	-0.012	0.158	0.197	0.562		
<b>Exhibitor</b>	0.080		-0.365			
<i>Country</i>						
<b>International</b>	-0.136	<0.001	-0.027	0.35		
<b>German</b>	0.093		0.018			
<i>Organisational Size</i>						
<b>1-10</b>	-0.037	0.548	0.040	<0.001		
<b>11 - 100</b>	-0.001		-0.156			
<b>101 - 1000</b>	0.063		-0.079			
<b>1000+</b>	-0.010		0.196			
Category	Correlation between Contacts and Acquire Information	Correlation between Relationships and Acquire Information	Correlation between Contacts and the Index of Innovation	Correlation between Relationships and the Index of Innovation	Correlation between Contacts and Social Networking	Correlation between Relationships and Social Networking
<i>Respondent</i>						
<b>Visitor</b>	0.225**	0.225**	0.383**	0.316**	0.536**	0.281**
<b>Exhibitor</b>	0.365**	0.365**	0.467**	0.234**	0.467**	0.289**
<i>Country</i>						
<b>International</b>	0.297**	0.459**	0.474**	0.291**	0.497**	0.268**
<b>German</b>	0.240**	0.527**	0.372**	0.291**	0.546**	0.283**
<i>Organisational Size</i>						
<b>1-10</b>	0.483**	0.334**	0.382**	0.531**	0.519**	0.417**
<b>11 - 100</b>	0.415**	0.285**	0.334**	0.493**	0.556**	0.221**
<b>101 - 1000</b>	0.436**	0.197**	0.191**	0.409**	0.519**	0.241**
<b>1000+</b>	0.336**	0.332**	0.179**	0.527**	0.517**	0.268**

\*\* Statistically significant at the 1% level

The analysis of the correlation between relationships, knowledge sharing and innovation shown in Table 4.5 clearly visualises the interdependencies between the proclivity of responders to network, their willingness to share and receive innovation, and the innovation benefit they receive from trade fairs. The more time trade fair professionals spend with networking activities, and the more information they share, the more product ideas and new business concepts they will develop over the course of the trade fair.

Furthermore, it is quite interesting to see that international responders are more likely to network and develop new business contacts than German responders. On the other hand, once a connection has been established Germans are more likely to share information than their international counterparts. When looking at organisation size, the same findings that were made earlier can be repeated. Smaller firms are more likely to network and develop contacts than their larger counterparts.

To measure the success of trade fairs when it comes to generating innovation, the question “Does the knowledge gained at trade fairs help to improve your company’s success?” was asked. Once again it was a Likert type question where 1 was “strongly agree” and 5 was “strongly disagree”. The overall value was that there was strong agreement as the mean score was 1.94 with a 95% confidence interval of  $\pm 0.035$ . How this measure of success varies by respondent type is illustrated in Table 4.6.

**Table 4.6 Variation in “Success” by Type of Respondent**

Category	Success	P Value
<i>Respondent</i>		
<b>Visitor</b>	<b>1.90</b>	<b>0.001</b>
<b>Exhibitor</b>	<b>2.08</b>	
<i>Country</i>		
<b>German</b>	<b>1.96</b>	<b>0.197</b>
<b>International</b>	<b>1.91</b>	
<i>Organisational Size</i>		
<b>1-10</b>	<b>1.89</b>	<b>0.425</b>
<b>11 - 100</b>	<b>1.98</b>	
<b>101 -1000</b>	<b>1.92</b>	
<b>1000+</b>	<b>1.94</b>	

From Table 4.6 it emerges that only visitors and exhibitors are significantly different in that visitors report that they find trade fairs to be more successful than do exhibitors.

When considering the association between the index of innovation, acquisition of information, social networking and contacts and relations and how these relate to the success of the trade fairs, the correlations between these variables is investigated. The matrix of Pearson correlation coefficients is displayed in Table 4.7.

**Table 4.7 Overall association between the index of innovation, information, social networking and trade fair success**

	Index of innovation	Acquire Information	Social Net- working	Contacts	Relationships
The knowledge gained at trade fairs helps to improve my company's success. Expectation for the future.	0.405**	0.279**	0.664**	0.404**	0.172**
Index of innovation		0.401**	0.417**	0.415**	0.292**
Acquire Information			0.364**	0.526**	0.502**
Social Networking				0.526**	0.278**
Contacts					0.000

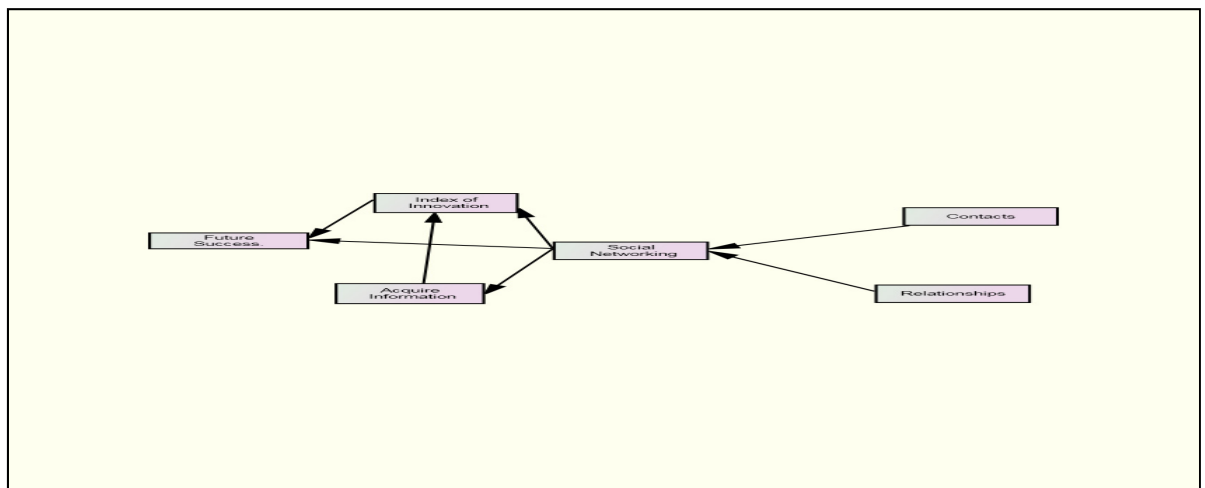
\*\* Statistically significant at the 1% level

Table 4.7 clearly shows that all factors that were perceived to be related to trade fair success actually correlate with the latter statement. It comes as no surprise that trade fair attendees value their contacts and relationships highly. The strong trend towards innovation, however, is an interesting revelation that verifies the previously postulated thought that trade fair success must indeed be closely related to the ideas and concepts that trade fair professionals discover at the fair.

To fully test the hypothesis a multivariate model is constructed. As the variables are highly correlated, a path modelling approach is used (Everitt & Dunn 2001). Causal Path modelling allows the restrictions on conventional multi level modelling imposed by multi-collinearity to be overcome. The method also allows modelling of the dependency path.

A proposed model is that contacts and relationships are captured and developed through a social network platform – in this case the trade fair – and that these then affect the efficiency of acquiring information and enhancing innovation. Ultimately, positive business outcomes are generated. A possible conceptual model is illustrated in Figure 4.43.

**Figure 4.43 Conceptual Model of Effects**



Data obtained from the questionnaire was used in a structural equation modelling methodology to form Path models in which models were over and underfitted in an exploratory manner. The model chosen was based on the best fit using the Comparative Fit Index (CFI), the Akaike Information Criteria (in choosing between two or more models the lowest AIC is preferred), and the Root Mean Squared Error Approximation (RMSEA). The statistical package AMOS 19 was used to conduct the tests. The dependant variable to be explained was the following statement:

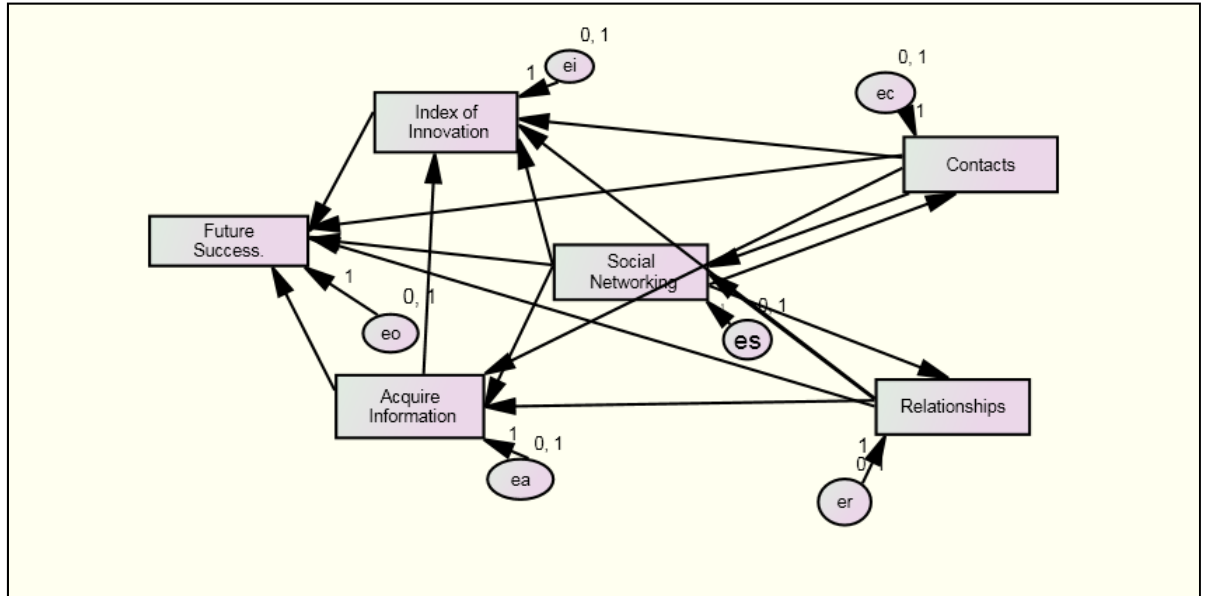
*I expect that in the future the knowledge gained at trade fairs will help to improve my company's success.*

This is labelled as “Success” in the following models.

Of the many models tested three are presented: One overfitted model, one underfitted model, and the chosen model.

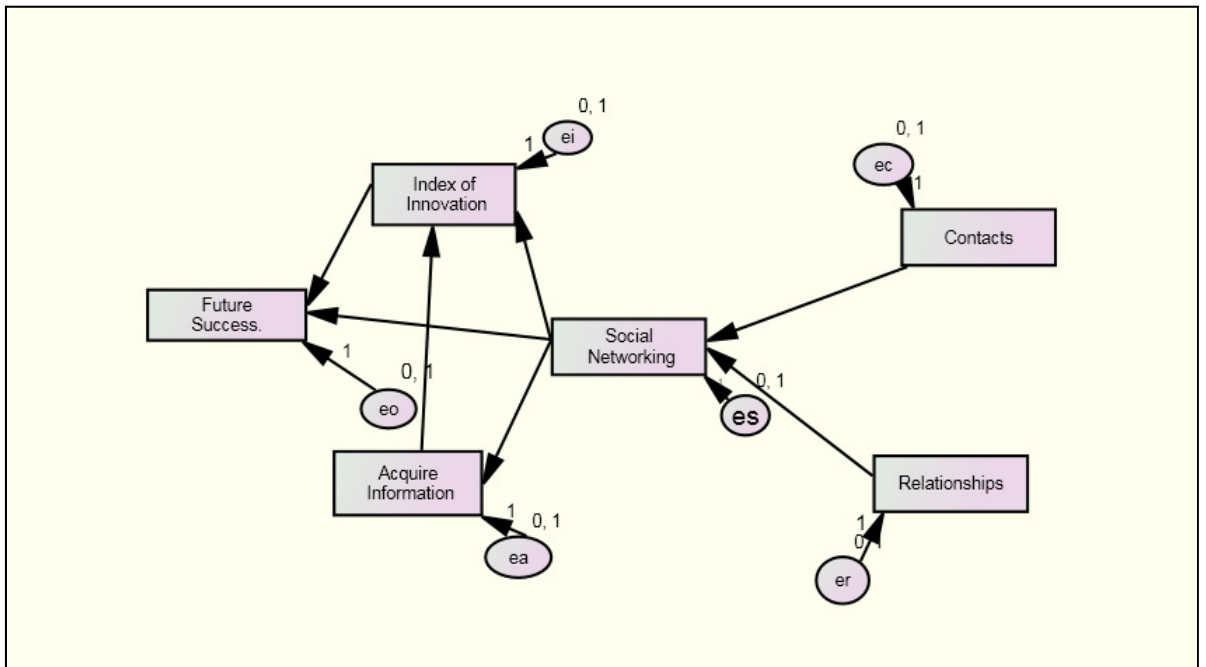
The path diagrams of the three models are displayed in Figure 4.44 to Figure 4.46.

**Figure 4.44 Overfitted Model**

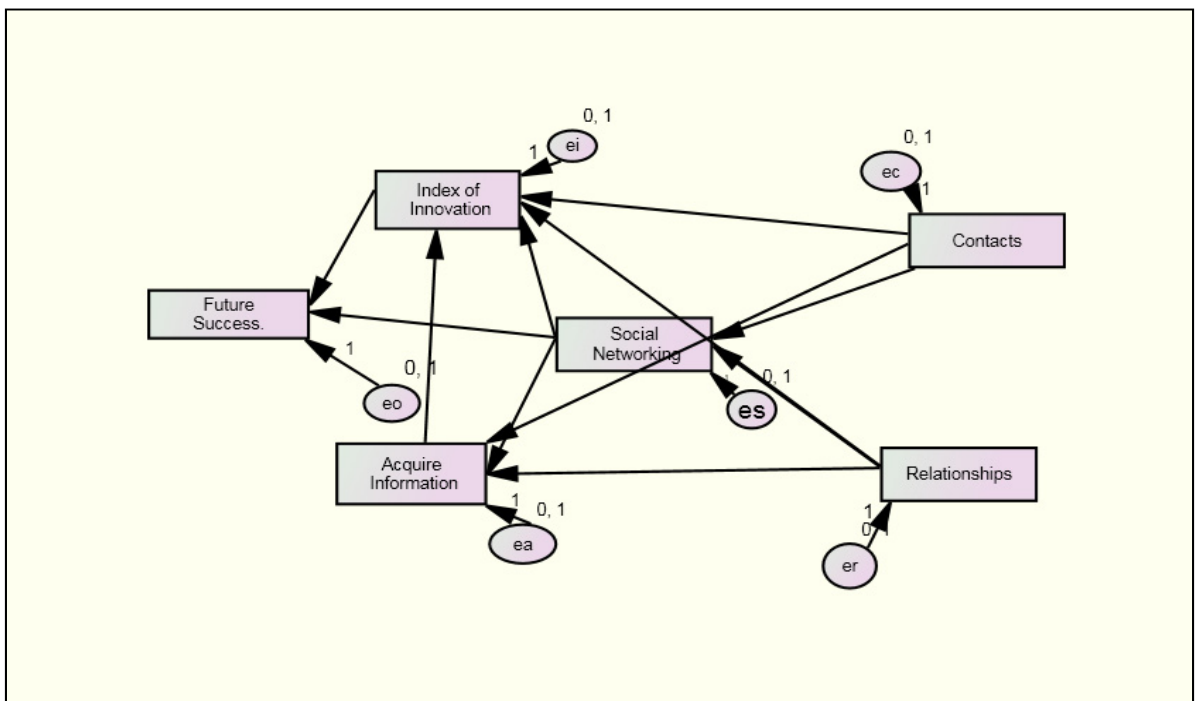




**Figure 4.45 Underfitted Model**



**Figure 4.46 Selected Model**



The estimates of the slope coefficients of the connecting lines are displayed in Table 4.8.

**Table 4.8 Comparison of Path Models**

Dependant	Predictor	Overfitted Model			Underfitted Model			Selected Model		
		Coefficient	S.E.	P value	Coefficient	S.E.	P value	Coefficient	S.E.	P value
Success	Social Network	0.476	0.029	<0.001	0.476	0.023	<0.001	0.475	0.022	<0.001
Success	Index of Innovation	0.127	0.024	<0.001	0.121	0.023	<0.001	0.127	0.022	<0.001
Success	Acquire Information	0.014	0.025	0.57						
Success	Contacts	0.022	0.026	0.387						
Success	Relationships	-0.039	0.027	0.15						
Index of Innovation	Social Network	0.161	0.029	<0.001	0.316	0.023	<0.001	0.16	0.025	<0.001
Index of Innovation	Acquire Information	0.192	0.024	<0.001	0.269	0.024	<0.001	0.191	0.024	<0.001
Index of Innovation	Contacts	0.277	0.025	<0.001				0.277	0.028	<0.001
Index of Innovation	Relationships	0.145	0.027	<0.001				0.144	0.028	<0.001
Acquire Information	Social Network	0.15	0.029	<0.001	0.38	0.021	<0.001	0.152	0.025	<0.001
Acquire Information	Contacts	0.18	0.024	<0.001				0.18	0.028	<0.001
Acquire Information	Relationships	0.455	0.024	<0.001				0.455	0.025	<0.001
Social Network	Contacts	0.007	0.425	0.988	0.538	0.024	<0.001	0.531	0.025	<0.001
Social Network	Relationships	-0.019	0.726	0.979	0.302	0.025	<0.001	0.29	0.025	<0.001
Relationships	Social Network	0.3	0.728	0.681						
Contacts	Social Network	0.513	0.426	0.229						
Fit measures	CFI	0.661			0.554			0.665		
	AIC	1105.17			1492.48			1089.23		
	RMSEA	0.332			0.232			0.233		

From the models, the best fitting model that also makes the most theoretical sense is the selected model. However, the model fits are not as good as hoped, as a CFI closer to 1 and a RMSEA closer to 0.1 would have been preferred. Nevertheless the estimates of the coefficients seem robust and one can have confidence in the selected model.

This model suggests that relationships and contacts are mediated through the social networking platform of trade fairs and that these – combined with social networking support – positively influence information acquisition and foster innovation. Acquiring innovation has a direct positive effect on innovation. Social Networks and innovation as reflected by the index of innovation then builds business success.

The paths of effects on “success” are displayed in Table 4.9.

**Table 4.9 Paths of Effects on Success**

Dependent	Relationships	Contacts	Social Net- work	Acquire Information	Index of In- novation
<b><i>Total Effects</i></b>					
Social Network	0.248	0.454	0	0	0
Acquire Information	0.431	0.225	0.154	0	0
Index of Innovation	0.248	0.358	0.192	0.193	0
Success	0.148	0.258	0.495	0.024	0.124
<b><i>Direct Effects</i></b>					
Social Network	0.248	0.454	0	0	0
Acquire Information	0.393	0.155	0.154	0	0
Index of Innovation	0.125	0.24	0.162	0.193	0
Success	0	0	0.471	0	0.124
<b><i>Indirect Effects</i></b>					
Social Network	0	0	0	0	0
Acquire Information	0.038	0.07	0	0	0
Index of Innovation	0.123	0.117	0.03	0	0
Success	0.148	0.258	0.024	0.024	0

#### **4.5. SUMMARY**

The questionnaire has clearly shown three things: (1) The first hypothesis, which postulates that the selling dimension of trade fairs has declined, cannot be unequivocally confirmed. (2) Trade fairs do exhibit all the characteristics of a social network. Trade fair attendees are aware of these characteristics and are already utilising them for their own personal gain. (3) Sharing information, collaboration with others and the development of new product ideas and business concepts is already a central part of the trade fair experience for a majority of attendees.

The first realisation comes as a surprise, as the literature review clearly indicated that established trade fair scholars perceived a decline of the sales dimension of trade fairs. Survey responders, however, contradicted this view: they are still very much interested in conducting sales activities at trade fairs and would even like to be better enabled for these activities by the trade fair organisation in the future. This might also be related to the change that the sales process has seen over recent years. The advent of online social media, conscious social networking and optimised, shortened processes has made direct personal contact within the sales process a rare occasion that is still thoroughly enjoyed by most responders and only offered by the trade fair environment. This research has also shown that – contrary to what marketers would like you to believe – industry leaders do not seem to value communication through online social network and are almost as averse to using a tool like Facebook or LinkedIn as they are to sending a letter through the post.

The first point is connected with the second hypothesis, which was confirmed by the results of the questionnaire. Responders were already aware of the powerful social network behind each trade fair, as it is one of the many motivators for their trade fair activity. Direct personal contact with industry leaders, experts from their line of business, leads and collaboration partners offers the possibility to form weak and strong ties throughout the trade fair. The powerful social configurations creating the trade fair environment allow exceptional insight into the workings of collaborators, competitors and customers and permit information sharing with the whole industry. It is, however, evident that trade fair professionals request more: More space for sharing information and exchanging experiences, more chances to collaborate, and more support when it comes

to being brought together with the very best their industry has to offer. This is the point where trade fair organisations have to redefine their service and craft new offerings to appeal to the prospective trade fair attendees of the future.

These new service offerings can be underlined with a promise: Trade fairs have – as proven in the questionnaire results above – the power to generate new product ideas and business concepts and lasting innovation for participating companies and even the entire market. The combination of powerful social configurations between industry experts, information sharing and collaboration leads to unique developments that have had a measurable impact on some responders in the past. As a result of the managerial implications of this thesis, trade fair organisations need to be able to package this idea into a scalable, measurable service offering that can be sold to trade fair attendees. This offering has to include active support of activities that lead to innovation, the creation of collaboration space and a shift from offering a pure selling stage to creating a sharing stage that enables trade fair professionals to combine their experience and insight to create something entirely new through collaborative effort. The research has shown that trade fair professionals are already much more developed than established literature estimated and that they actively demand a new trade fair of the future – a trade fair that manages communication, encourages collaboration and enables innovation. The next chapter will offer a series of implications from the study that should help trade fair organisations and trade fair professionals use these new findings to increase their trade fair success.

## **5. IMPLICATIONS**

### **5.1. PRELIMINARY THOUGHTS**

The purpose of this chapter is to design a model and a process for leveraging the results discovered in the questionnaire discussed in the previous chapter. By employing the validated hypotheses, it can be concluded that trade fairs do indeed have untapped potential for collaboration and innovation that needs to be leveraged by trade fair professionals and especially trade fair organisations to unlock a new level of trade fair performance.

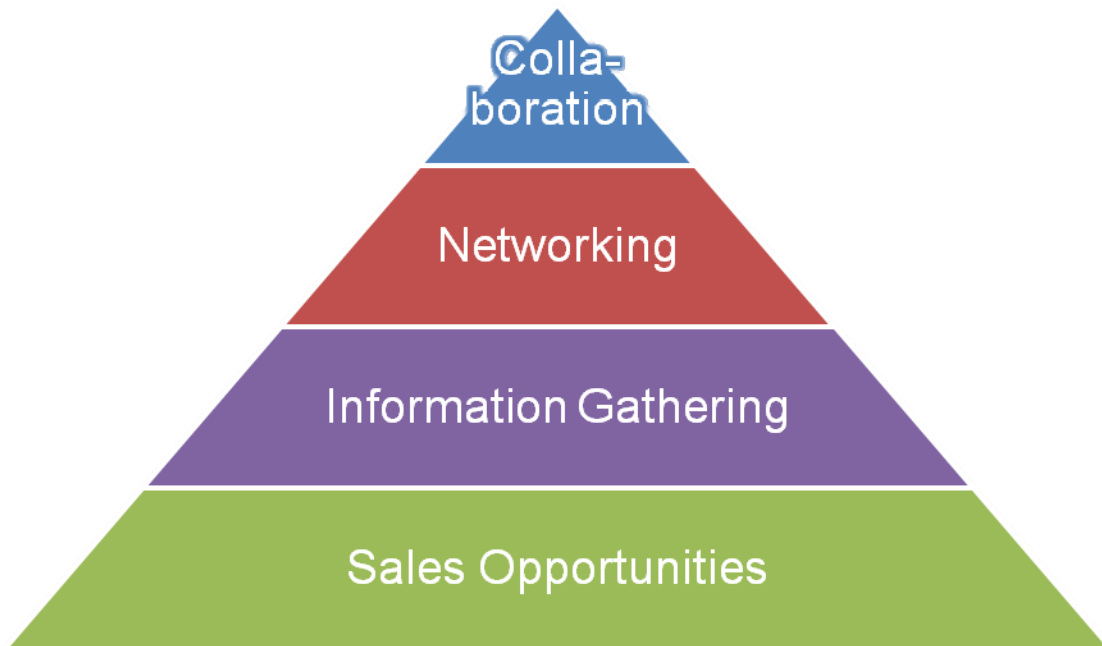
To support the stakeholders in what is going to be called the trade fair development model, these ideas will be framed in a process structure that should allow managers to rate and grade a trade fair's current status, while specifying a set of tools for each stage that can be employed to elevate the trade fair to the next level. The end result will be a draft for an actual management instrument that can be used in any given trade fair setting to increase the social and collaborative potential of the event.

A quick survey of the market shows a striking number of trade fairs and conferences that seem to already employ this new model of trade fair. Modern trade fair elements that consider the customer needs determined in the questionnaire can for example be seen at the Dreamforce conference hosted by Salesforce, Oracle's 2012 conference in Las Vegas with the striking title "Collaborate" or SAP's Sapphire Conference. Surely, conferences cannot be compared completely with international trade fairs, but the trend of how people will come together in the future can be seen clearly. The underlying change consists of a structure based around presentations and keynote discussions alongside the usual exhibits on the showroom floor. This change has transformed the conferences of these leading edge companies from a pure selling stage to an open space aimed at exchanging ideas. The spirit and main success factor of these gatherings is centred on one thing: Conversation. Community meetings, workshops, discussions, breakout sessions, expert roundtables and networking dinners have replaced the exhibitor booth as the central element of the trade fair. Not visiting a trade fair or a conference, but "joining the discussion" is the result of this transformation.

## 5.2. TRADE FAIR DEVELOPMENT MODEL

Figure 5.1 shows this so-called trade fair development model.

**Figure 5.1 Trade fair development model**



The model points out the three key success factors for the trade fair of the future: (1) Sales Opportunities will remain important (against the predicted trend of the literature review, but following the results of this research), (2) Information gathering will be a main goal as well, whereas (3) Networking and (4) Collaboration are going to be rated as essential requirements. In his hierarchy of needs, Maslow described something very similar. Before human beings can strive to achieve high-level goals like self-esteem or even self-actualisation, they first have to satisfy their more basic urges, first and foremost their physiological wellbeing and safety. Analogous to Maslow's hierarchy of needs, trade fair visitors and exhibitors are expected to always fulfil their primary goals first, regardless of whether they are expected to attain a certain sales quota or deliver valuable insights into competitors' products, a buying process or emerging market trends. During this time, they have to network with other trade fair attendees in order to achieve their objectives. The research at hand has shown that while responders are very eager to delve into networking and even collaboration, they still think of their primary

mission first. The trade fair organisation thus has to make sure that attendees can fulfil their basic needs in order to encourage them to use its extended service offerings – networking and collaboration.

### **5.3. TRADE FAIR DEVELOPMENT MODEL DIMENSIONS**

#### **5.3.1. SALES OPPORTUNITIES**

As the first dimension of the trade fair development model, sales opportunities will remain a dominant element of trade fair performance evaluation and will continue to be the basis for participants' success. While trade fair spaces have moved away from being centred entirely on the selling stage, most trade fair participants still come to a trade fair to either prepare a sale or make a buying decision. It is not a secret that measuring success in general is much easier in terms of basic indicators like turnover, profit and shareholder value. Consequently, surveyed trade fair potentials still have high expectations towards trade fairs when it comes to being a platform for serving existing customers as well as generating leads and thus potential new business. Neglecting the sales enablement part of trade fairs would lead to certain failure. Trade fair organisations will, however, have to reconsider the way they provide leads to trade fair participants.

What does this mean for organisers? It is clear that the promotional activities of the trade fair organisation have little influence on leads generated for exhibitors. This burden lies squarely on the shoulders of trade fair exhibitors, who have to design compelling advertising for their booths to attract potential customers and re-engage their existing customer base.

However, the floor plan devised by the trade fair organisation is integral to increasing the efficiency of exhibitors' advertising. The logic behind this is easily explained: Theoretically, a perfect business to business trade fair has to mirror the market within the limited size of existing venues or exhibition halls. Exhibitors should be allocated exhibition space according to their real impact on the market, e.g. in terms of market share (floor space of exhibition booths related to market share) or even their innovatory impact on the market as a whole. The next step in following that model dictates that it would be in an exhibitor's best interest to serve existing customers first and concentrate on winning new ones second. Having a high number of satisfied and enthusiastic exist-



ing customers at your booth is a sure-fire way of generating traction and spreading word of mouth, thus leveraging the unique networking potential of trade fairs. However, existing customers of a company are potential customers of the competition. It is not the remit of the trade fair organisation to make a buying decision for the customer, while it is in their best interest to provide the best fit between buyer and supplier, even if this means that exhibitors actually lose customers to their competition. Still, having an exhibitor, who is unhappy about losing a customer, another exhibitor, who is happy about a new client, and a customer, who is happy about having found a better fit for his or her company, is a positive overall result. This implies that if the trade fair organisation is able to mirror the market properly and provide a large, well-structured choice of possible suppliers from the target business, the attracted visitor group will represent more or less the total purchase volume of the market. This in turn opens up a large number of possible sales opportunities for exhibitors, who will then bring more of their existing customers in. Visitors will be grateful for the amount of choice that is given to them and appreciate the insight into areas of the market they had hitherto not noticed, whereas exhibitors will see more and more potential to grow their own business.

To summarise, trade fair organisations should step away from selling their floor-space purely on a volume basis and should instead focus on accurately reflecting the market. The key players should represent every market segment, without giving single exhibitors the option to skew the perception of the market by spending more on their trade fair appearance. This might lead the trade fair organisation to missing out on a few big deals. However, the added amount of choice will please the number of buyers that flock to their trade fair, which will in return incentivise exhibitors to allocate more of their marketing budget to future visits of that trade fair. This increased budget will lead to a higher number of participants that are invited by exhibitors, which will then attract a higher number of exhibitors, creating a self-sufficient engine that steadily increases attendance numbers until the maximum potential of the venue is reached. In this case, choice and quality indeed trumps quantity.

Not only does the balanced sales stage described above mirror the market structure and thus increase visitor satisfaction and exhibitor sales performance, it is also the basis for

the following building blocks supporting the trade fair of the future: Information gathering, networking and collaboration.

### **5.3.2. INFORMATION GATHERING**

As mentioned previously, information gathering and the sales process go hand in hand. While sellers are looking to obtain as many insights on prospective buyers as possible, buyers are interested in information about the products they are shopping for. Both parties are looking to gain the advantage in the inevitable information asymmetry that defines every sales process. Here, trade fairs are clearly skewed in favour of the buying party, as they not only have direct access to the selling company's staff and product portfolio, but also to other customers and their opinions, as well as competitors. Exhibitors are still very interested in bringing prospective buyers to their trade fair booths as it offers them a level of access to a large number of leads that is not available anywhere else.

However, trade fairs also see a number of other information gathering activities that are not directly related to the sales process. The first and most obvious activity is gaining market insight. Very few places offer the holistic market overview of a fairground and also give access to experts on every product or concept presented there. This insight might then lead to new product developments at the attendee's company or lead to a buying decision in the future. Questionnaire responses confirmed that trade fairs are still seen as an integral element for accessing and developing markets and building up new brands in established environments. For visitors it is thus always very useful to be present when leading-edge market trends are revealed. Surprisingly enough, the questionnaire revealed that trade fair participants are not very interested in researching their competitors at the fair and much more concerned about gathering information on their suppliers, customers and possible collaboration partners.

**Figure 5.2 Information Gathering at Trade Fairs**



Figure 5.2 shows the information gathering activities at trade fairs, which have been identified above. Trade fair organisations need to consider all three of these elements and support them accordingly in order to fulfil their customers’ expectations and enable them to participate in the next dimensions of trade fair success.

The first aspect of gathering insight into the sales process is maybe the simplest and most straightforward activity that can be conducted at a trade fair and is one of the reasons why trade fairs are organised in the first place. Trade fair organisations cannot do much to support this activity, except to make sure that buyers and sellers are being brought together in an orderly fashion and guaranteeing that they receive the necessary space to converse without too much interference from other attendees. This can be achieved by offering special meeting places that can be booked in advance and which offer the privacy desired for a sales conversation. The advantages are obvious: lengthy discussions that might interrupt the flow of the trade fair are removed from the fair-ground and moved to a separate space, where they can be conducted efficiently and privately. Afterwards, both parties are free to roam the venue and – having met the goals for their trade fair participation – are hopefully more likely to engage in other value-generating activities.

The market research area offers more options for trade fair organisations to expand their service portfolio. Once again, the key is called “information”. Attendees should be able to have a look at extensive dossiers of exhibitors and the products and concepts that they plan on bringing to the fair. The trade fair organisation should also publicise the agenda for the fair so that attendees can plan which events they would like to attend in order to maximise their gain from the trade fair. The website of the trade fair should be a hub that not only offers information on the parties present at the fair, but delivers articles, numbers and insights into the entire market. At the fair itself, dossiers could be

handed out, which give a 360 degree view of the market for a certain topic, including pointers to the relevant exhibitors at the fair itself. These dossiers need to be branded accordingly and will hopefully spread the name and message of the trade fair in visitors' firms.

Once again, the trade fair organisation is fairly limited when it comes to guiding participants to seek information on their business partners and competitors. Unlike the sales opportunity and market research dimension, concrete goals in this area are rather rare. Maybe visitors are tasked with analysing a competitors product or re-establishing contact with a former business partner. In most cases, however, they will presumably be driven by an intrinsic interest in gathering knowledge and also by the floor plan of the venue itself.

The trade fair organisation can use the aforementioned dossiers to highlight certain exhibitors that it perceives to be of interest to the vast majority of visitors. By intelligently placing these promoted exhibitors in clusters of similarly oriented exhibits, it should be able to encourage visitors to also seek knowledge at the adjacent booths. As information in these cases is best obtained through direct face-to-face discussion, the trade fair organisation not only satisfies the visitors' need for information, but also encourages them to start networking, which will be discussed in the following section.

#### **5.4. NETWORKING**

Networking has always gone hand in hand with discovering and realising a sales opportunity and gathering knowledge. However, recently the connection between both elements has become much more prominent through the rise of social media and the increased prevalence of social network research. The questionnaire responses underlined this trend. Whereas the previous building block, sales opportunities, was aimed at creating strong ties between buyers and suppliers to enable a sales process, this building block is about creating a denser network of connections between all participants of a trade fair. Not only should visitors connect to exhibitors, visitors should also connect to other visitors and exhibitors should exchange thoughts and ideas with other exhibitors, even without selling intent. The expected end result is the exchange of knowledge and – in the best case – the creation of innovation.

The nature of trade fairs supports the creation of specialised social networks that purely consist of professionals with the relevant industrial or scientific knowledge, as all participants share a common background due to the positioning and theme of the trade fair. For example, one would expect professional users of semiconductors at the world's leading show for electronics. The community composing the social network therefore does not have to be identified and assembled specifically, as all relevant actors are already present. Still, the challenge of bringing these actors together and encouraging or even forcing them to create new ties between each other lies with the trade fair organisation.

It is of utmost importance to note that the preliminary activities that support network creation during the trade fair need to start before the fair. They will need to be managed and controlled during the event and will only terminate a period of time after the trade fair has ended. The main goals of all networking activities will come from visitors and exhibitors alike, as these groups are looking for information, contacts, an exchange of experiences, collaboration partners and – last but not least – sales opportunities. The central question is how trade fair organisations can support their customers in attaining those goals. Perhaps it can be compared with the planning of a dinner party: a seated dinner with a well thought-out seating arrangement will encourage an entirely different exchange of thoughts and ideas compared to a standing reception, where people are free to mingle with each other. While one forces the participant to interact with designated people that have been chosen as good conversation partners for him or her, a standing reception allows people to flow freely from one to another. One encourages the creation of a small number of strong ties, while the other leads to a high number of weak ties and includes the risk of omitting participants that are not prone to network. A successful trade fair, which is oriented towards generating as many strong ties and weak ties as possible, needs to combine both.

**Figure 5.3 Trade Fair Network Support Process**



The author's recommendation would be to break up the process of supporting networking activities before, during and after the trade fair into three distinct steps. Figure 5.3 identifies these steps as the necessary pre-fair activities, the trade fair network itself and the post-fair follow-up.

The first and most important building block for seamless support of all networking activities is the ability to track every participant during all stages of their trade fair interaction. This means that participants will have to register with the trade fair organisation either after having booked their booth at the fair or after being invited by an exhibitor. The registration should capture enough information to provide a holistic profile of the participant, including his or her industry, specialisation, authority level and of course their interest areas. These interest areas could either be phrased openly, e.g. "superconductors" or "compound materials", or opened up to sponsored entries from exhibitors that already advertise some of the products that will be presented at exhibitors' booths, thus generating leads even before the trade fair and satisfying exhibitors' needs for sales opportunities. Registrants should also be given the option to connect their registration to their profile in online social networks.

After registration is complete, every participant will receive a unique identifier that connects them to their profile and will be present on every item handed out to the participant in the course of the trade fair, including their entrance voucher and their name-tag. They will receive a series of emails informing them about keynotes, discussions and other opportunities for socialising within the trade fair environment. If they have elected to give their online social networking profile, they should also be invited to the corresponding groups, consequently giving them the opportunity to interact with other attendants even before the trade fair. Interaction with the emailed information has to be tracked and added to the interest profile of the registrant. If a person, for example, has voiced their interest in superconductors and read collateral advertising a keynote about

the same topic, they are very likely to have a bigger than average interest in the area and should be brought together with potential collaborators that show the same interests. This could happen by inviting them to a special dinner restricted to participants with a strong interest in the area of superconductors, decision-making power, and the corresponding industry background.

This way, every participant will arrive at the trade fair with a personalised event schedule that is tailored towards his or her interests and especially towards connecting him or her to other participants who share the same interests, thus leveraging the potential to create strong ties that outlive the trade fair itself.

If they have not connected through online social networks before, attendees and exhibitors knowingly enter the trade fair social network as soon as they check-in at reception. Check-in has become progressively easier over the past years, as new technologies like QR-codes have achieved maturity. Nowadays, the perfect check-in experience consists of a registrant moving up to the reception counter, showing a QR-code on his or her smartphone, which then gets scanned and automatically prints off a personalised badge that contains the participant's name and the same QR-code used for check-in. This way, it is always evident when a person entered the trade fair.

By adding a QR-code to name tags, one can also enable exhibitors to scan these tags as soon as someone visits their booth. The scanners and the underlying technology need to be provided by the trade fair organisation. This allows the trade fair organisation to further refine an attendee's interest profile for their next visit, as well as to provide exhibitors with the contact details of the people visiting their booth and who have agreed to being scanned. There are obvious privacy concerns that have to be considered: First of all, visitors should only be scanned if they explicitly consent to the scan and are aware of the consequences. Secondly, the trade fair organisation needs to give visitors the option to opt-out of all marketing activities from exhibitors in order to satisfy stringent data protection laws. In the end, it is the responsibility of the exhibitors to provide a compelling reason for visitors to agree to a scan at their booth. Good examples would be lotteries, the promise of a sales call for interested parties or simply a good and interesting marketing newsletter. Utilising this process satisfies the needs of all involved parties: exhibitors can easily generate leads without relying on manual capture forms,

visitors exert direct control over their personal data and trade fair organisations receive comprehensive interest profiles of attendees.

However, the layout of the venue is only one element when it comes to trade fair social networking, and perhaps the weakest at that. As discussed earlier, truly strong ties are predominantly formed during intense interaction within a limited setting. If the pre-fair activities were conducted in an efficient manner, every trade fair attendee should have received a customised schedule that contains a number of events that are either targeted at creating a large number of weak ties or forcing a small number of strong ties. While there is rarely a limit when it comes to designing these events, this section will be focused on three types: (1) roundtable discussions, (2) socialising breaks and (3) after-fair dinners.

The first type of event, roundtable discussions, should be seen as a precursor to other events. Unlike keynotes, which will be discussed in the next section, they combine the idea-sharing potential of a series of influential keynote speakers with elements that engage the entire crowd. While participants will not get the chance to network per se, they will receive a lot of valuable information and hopefully some challenging theses that provide room for discussion between groups of attendees in one of the following sessions.

Every roundtable discussion or keynote should be followed by a socialising break that enables trade fair attendees to discuss the thoughts and ideas that have been shared with them earlier with each other. Regardless of whether they agree or disagree, as long as the theses which were presented, are valid and interesting, a healthy discussion will ensue that will bring professionals closer together, allow them to learn more from each other, and – maybe most importantly – discover their congruent interests and encourage them to not only form a weak tie, but develop their professional relationship into a valuable strong tie. It is not the purpose of this work to devise the perfect arrangement for a socialising break, as it is influenced by regional peculiarities and personal taste. However, the mere existence of a socialising break in any form will ensure that participants will interact in a way that differs from the relationship between buyers and sellers in previous years.



The last event, the after-fair social, is probably the most difficult to organise. After-fair socials are a high investment by the trade fair organisation, which is hard to justify, and cannot necessarily be billed to exhibitors as a part of the trade fair service. Furthermore, many exhibitors like to hold their own after-fair socials, which might compete with ones organised by the trade fair organisation. One solution might be to approach key exhibitors and ask them if they would like to sponsor an after fair social. The trade fair organisation would then be able to shift the cost of the social onto the exhibitors, while giving them additional opportunities to present themselves to potential customers. The event itself would be restricted to a target group that is devised by the trade fair organisations in cooperation with the sponsors.

However, the overarching benefit of an increased number of social configurations will not only benefit those exhibitors that sponsored the event and the guests that were able to network among each other, but also the entire trade fair, as a lot of information will be shared between strong ties, which will then trickle down to the rest of the trade fair environment through weak ties. The trade fair organisation is in the unique position of being able to offer a distinct, interested target group for every after fair social and should market this service to exhibitors aggressively to leverage their need for qualified sales opportunities. The end result will be new strong ties for everyone at the event, a lot of information that can be shared in general and a hopefully large number of leads for the sponsors.

Directly after the trade fair, attendees should be encouraged to participate in a satisfaction survey. This can either happen via email after the event or ideally when leaving the venue. A two-pronged approach is also possible: If the survey is not completed on the premises, a follow-up email should be sent. To incentivise satisfaction survey participation, a lottery offering a small prize could be held. The survey could be designed similarly to the survey used as a basis for the research in this work. It would give trade fair attendees a chance to rate the different aspects of their trade fair visit and also give the trade fair organisation a set of valuable KPIs to determine areas of improvement for future events. Possible KPIs will be discussed in section 5.6. Likewise, it could be used to rate the networking events at the fair to determine which events had been successful and which events should be reengineered for the next fair.

After the fair, trade fair organisations should continue to support networking between attendants by offering additional content that encourages the social dimension. This content should first of all contain the aforementioned online social network interest groups, which should be actively managed by the trade fair organisation. Even though questionnaire participants rated the importance for their daily business life very poorly, the trend is inevitable. Being ahead of the curve and offering a satisfying online experience for customers should be of utmost importance to trade fair organisations and is a good way to respond directly to comments, complaints or suggestions made by trade fair attendees. Furthermore, it gives attendees a chance to discover and reconnect with people they met at the fair, it could foster discussion about topics debated in the keynotes and roundtable gatherings and maybe even make completely new connections with professionals they missed at the fair.

Online channels should also be used to host recordings of socialising events and keynotes from the trade fair. These should be directly promoted to participants through follow-up emails after the fair and offer the chance for people to comment and discuss the concepts presented at the trade fair. Hosting the content enables further measurement of the popularity and efficiency of these events by offering access to a set of very simple KPIs like page views, “Likes” and comments.

**Figure 5.4 Trade Fair Network Support Activities**

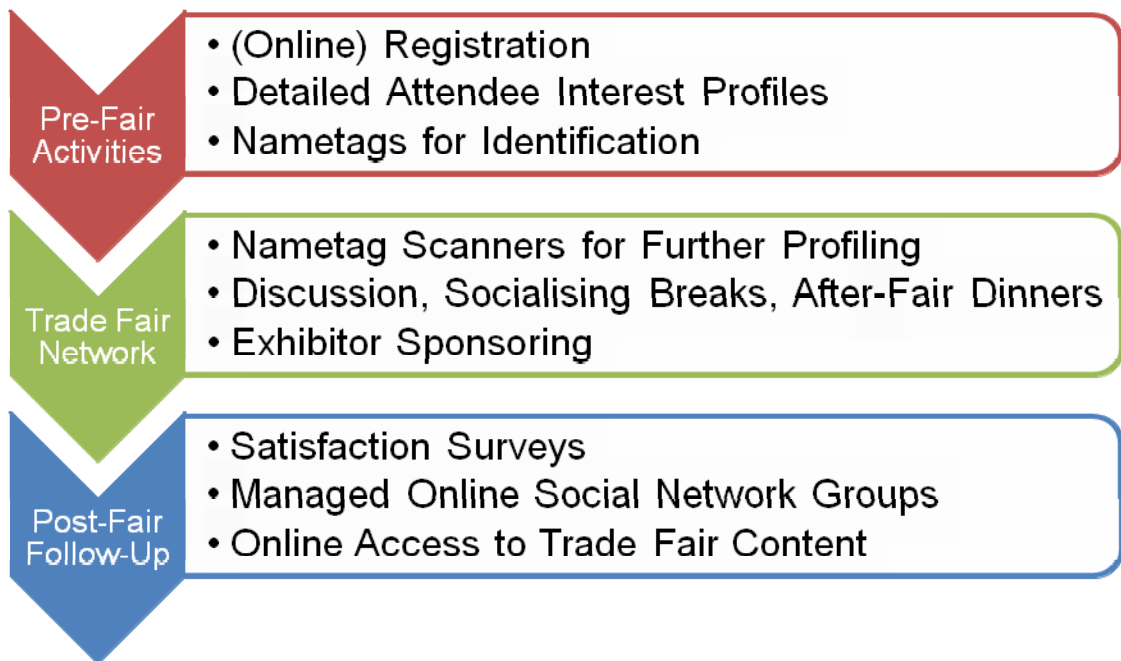


Figure 5.4 shows a comprehensive overview over all of the activities discussed in the previous section. If all of these elements work together, trade fairs might encourage people to talk, collaborate and maybe even innovate on a number of different channels. It is a true challenge, but a challenge with a worthwhile, unique result that might lead to a process of active collaboration that should provide a unique selling proposition for all trade fairs to come.

## **5.5. COLLABORATION**

As mentioned in the last subsection, trade fair social networks are only a precursor to the far larger benefits offered by the intense collaboration possible within trade fair environments. Unlike other social networks, trade fairs ensure that an incredible pool of skilled industry professionals with the same interests and similar goals meet within a confined setting for a certain amount of time. Consequently, every trade fair organisation should make it its foremost goal to turn this unique talent pool into tangible results by encouraging collaboration wherever and whenever possible.

Trade fairs need to bridge the gap between networking with sales and information goals in mind, and urge people to collaborate instead. This research has shown that questionnaire participants are indeed very interested in using their time at trade fairs for collabo-

rative purposes. However, collaboration does not necessarily happen automatically by locking a group of professionals with similar interests in a confined space. People have to be encouraged to collaborate by triggering them with a discussion topic, an interesting keynote speech and then giving them the opportunity and the space to freely exchange their ideas. Trade fair organisations that host keynote speeches by industry leaders, which lead to socialising breaks that also offer a chance to talk to the keynote speaker, will almost certainly encourage an interesting debate and tangible results for all involved parties.

Thinking back to the trade fair application of Maslow's hierarchy of needs, the previous needs have to be satisfied before active collaboration and thus the creation of innovation can be started. By first supporting the sales process through various means, then fostering information gathering through a strategically well thought-out floor plan and finally encouraging networking through events and socialising areas, the foundation for true collaboration should have been laid. As this research has shown, a lot of participants have already realised this concept by themselves and have started to collaborate, even without involvement by the trade fair organisation.

Still, trade fair organisations have to force collaboration between trade fair attendees by satisfying their basic needs and then triggering them with a provocative thought or interesting concept to develop something revolutionary, something entirely new. While the "traditional" trade fair still exists, it has largely been replaced with far more interactive and integrated fairs in its most successful iterations. Industry trade fairs like Salesforce.com's "Cloudforce" series already offer most if not all of the options demanded above and have been proven to be incredibly fruitful. Visitors and exhibitors at these fairs deal in products, gather information on each other, network at the events offered around the trade fair and fervently discuss the new ideas that are being presented to them in the keynotes and partner presentations that make up the bulk of the trade fair schedule.

These dimensions and aspects of trade fairs can provide a new and unique value to offer to their customers in a trade fair business which has become stale in many respects. By delivering new and integrated show concepts, they allow visitors and exhibitors to individualise their trade fair participation and thus adapt the platform itself to their unique

personal needs. The successful trade fair organisation of the future can be identified by it being able to offer these new, customised trade fair concepts instead of still relying on traditional trade fair vehicles, which have constantly lost their standing against new technologies that have replaced their core competencies of information gathering and sales preparation with easier access through the internet.

The expectation of customers is to be provided with a unique value proposition that they cannot get anywhere else. As this research has shown, trade fair professionals already see networking and collaboration as the unique value proposition of the trade fair of the future. Trade fair organisations need to be audacious when it comes to reengineering their existing concepts. The aforementioned successful new fair concepts have done away with most of the elements that compromise a trade fair today and have replaced them with a series of networking and inspiration events that entice customers and ensure lasting success. It is not an easy route – trade fairs will have to constantly reinvent themselves. Instead of simply selling floor space to the highest bidder, they will need to sell facilities to companies that are attractive to prospective visitors and not only bring their products, but also innovative new concepts that they then present to visitors in break-out sessions and keynote exhibitions. The results of the questionnaire research have shown that the future is already here – trade fair organisations just need to be brave enough to grasp it.

## **5.6. THE TRADE FAIR MATURITY MODEL**

### **5.6.1. BASIC PREMISE**

This framework includes sales-related, information-gathering, image-building, relationship-building and motivation activities. But how can one turn the previously discussed managerial implications into an operable concept that can be easily applied to specific trade fairs by trade fair organisations? One of the first and most-used concepts to measure improvements in a certain area is the Balanced Score Card (BSC). This concept combines a series of key performance indicators from four dimensions into a unified report that can be rerun with a set of standardised tests to chart the progress of a managerial change effort. In the case of the socially integrated, collaborative trade fair, these dimensions stem from the research areas discussed in the literature review: (1) sales performance, (2) service quality, (3) social network, and (4) collaborative success.

**Figure 5.5 Trade fair performance balanced scorecard**



Figure 5.5 visualises the trade fair performance balanced scorecard. After the following subsections develop all of its dimensions and develop the corresponding key performance indicators, the problem of data collection has to be discussed.

Key performance indicators can be split into different groups: Among others, there are quantitative indicators, which can be measured and presented numerically, directional indicators, which indicate a positive or a negative trend, and financial indicators, which visualise monetary gains or losses. To create a usable balanced scorecard, one needs to compile a set of these indicators. Unfortunately, these indicators are not connected to anything that can be measured by the trade fair organisation directly, but are always related to customer experience. The easiest way to gather data about customer experience is a questionnaire. Consequently, a set of questions is proposed, which should be asked to exhibitors and visitors alike either during the check-out process or a few days after the event is over. The questionnaire should be short and concise to maximise response rates. Additionally, if response rates are low, participants could be incentivised through lotteries or vouchers for the next trade fair event.

### **5.6.2. KEY PERFORMANCE INDICATORS**

The first dimension of sales performance indicators should only be asked in conjunction with exhibitors, as it is very unlikely that visitors would experience a meaningful increase in sales performance from a trade fair. As discussed in the literature review, sales performance is measured with two values: Leads and order intake. It would be very indiscreet to ask exhibitors about concrete order intake numbers, so the questions should be restricted to a perceived satisfaction level. A proposed first question could be: “How satisfied are you with the quality of leads you gathered at your booth?” Most companies rate their marketing departments’ trade fair success through the number of leads they generate. As most leads are captured at the booth, either online or on paper, it should be fairly easy to give a satisfactory response to this question after a quick glance at the set of performance indicators that is undoubtedly used internally by the exhibitor as well.

The next question could be: “How satisfied are you with the number of opportunities you realised during the trade fair?” It is probably a bit too early to ask for a satisfaction with order intake, as the opportunities that are created within the trade fair settings are in a fairly early stage and thus most likely not valued correctly yet. However, good salesmen at exhibitor booths should already know if they are happy with the opportunities they have received at the fair and be able to give a corresponding indication in a questionnaire.

The next section of questions is aimed towards customer satisfaction in the classical sense and can thus be brought to visitors as well as exhibitors. First, questionnaire participants should be asked about their satisfaction with a particular set of processes that they have all experienced, for example their satisfaction with the invitation and check-in process. Then, they could be asked if they would be willing to visit another trade fair by the same trade fair organisation to determine if they enjoyed their experience this time around.

The questions in the social networking section are based on the experience gained during the large questionnaire that was conducted during the course of this work. The first and most obvious gain for trade fair participants is a tangible growth of their professional network. They should thus be asked if they felt, as if their professional network was expanded in a meaningful way during the trade fair. This question is tightly con-

nected to the sales performance dimension, as sales success as it is defined here is always a result of successful networking. These networking activities should be supported by the trade fair organisation. Questionnaire participants will consequently be asked about their satisfaction with networking activities organised by the trade fair organisation, a question that should correlate with their willingness to participate in another trade fair hosted by the same organiser.

The linchpin of trade fair performance, collaborative success, is based on interaction. Therefore, we will first ask attendees how often they got to communicate with other trade fair participants, and if they were able to have meaningful discussions about interesting topics. This is rooted in the social network aspect of trade fairs, and a direct extension of participants' satisfaction for their networking experience. Thinking back to the trade fair maturity model, one can expect that the social network dimension needs to be fully explored before any meaningful increase in collaborative success can be measured.

The last question is also oriented alongside the final enquiry of the research questionnaire: "Will you use the information you gathered during the trade fair to develop a new product or business concept?" Responders will be asked to rate if the insights they gathered during the trade fair were able to generate some actual monetary value for their company besides the obvious impact of sales activities, and thus validate their trade fair visit in ways that go far beyond their ordinary trade fair objectives. As the previous question is the prerequisite for positive responses to this question, one should see a fairly organic development over the balanced scorecard, starting with a high rating in the sales dimension and degrading towards a medium or even a low rating in the collaboration dimension, which can be turned around by adhering to the managerial recommendations given in this thesis.

### **5.6.3. DATA COLLECTION**

Table 3 shows an exemplary questionnaire that could be sent to attendees after a trade fair visit. The questionnaire should be hosted online, sent to the target group via email, and be specifically advertised as taking only two minutes to complete. Results could either be collected anonymously or connected to an eventual customer relationship management system via coded email responses.

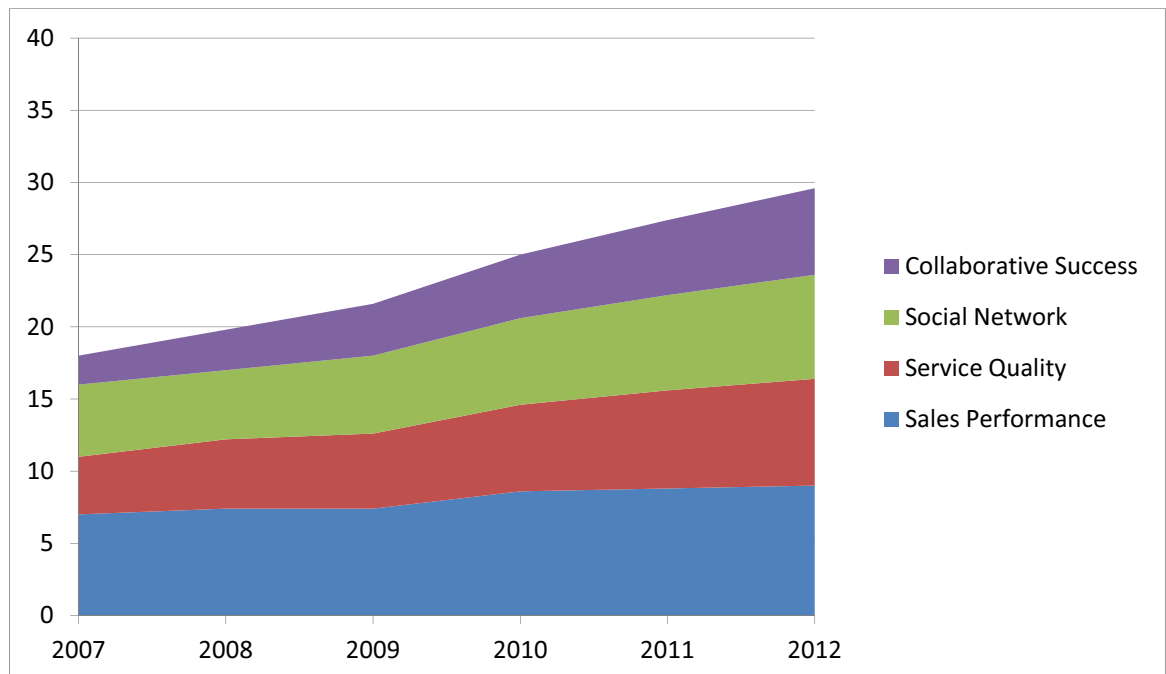


**Table 5.1 Trade fair performance questionnaire**

<b>Sales Performance (Exhibitors only)</b>					
How satisfied are you with the quality of leads you gathered at your booth?	1	2	3	4	5
	Not satisfied			Very satisfied	
How satisfied are you with the number of opportunities you realised during the trade fair?	1	2	3	4	5
	Not satisfied			Very satisfied	
<b>Service Quality</b>					
How satisfied are you with the invitation and check-in process?	1	2	3	4	5
	Not satisfied			Very satisfied	
Would you visit another trade fair organised by our organisation?	1	2	3	4	5
	Very unlikely			Very likely	
<b>Social Network</b>					
Do you think that you could extend your professional network in a meaningful way during the trade fair?	1	2	3	4	5
	Very unlikely			Very likely	
How satisfied are you with the networking events you were offered over the course of the trade fair?	1	2	3	4	5
	Not satisfied			Very satisfied	
<b>Collaborative Success</b>					
How many chances did you get to discuss interesting topics or work on new ideas with other trade fair attendees?	1	2	3	4	5
	No chances			Many chances	
Will you use the information you gathered during the trade fair to develop a new product or business concept?	1	2	3	4	5
	Very unlikely			Very likely	

Due to the nature of the online survey, responses could be easily collected and maybe even automatically evaluated, reducing stress on the trade fair organisation.

**Figure 5.6 Exemplary trade fair maturity evaluation**



An exemplary evaluation approach is shown in Figure 5.6, which analyses the trade fair performance scorecard for a series of events called “ExemplaCON”. One can easily see how the chart allows managers to immediately understand the maturity level of “ExemplaCON” by comparing the combined areas of the different sections of trade fair performance with the attainable maximum of 40 points. One would also expect a similarly organic growth of all four areas in accordance with the trade fair maturity model discussed in section 5.6, as evidenced in the chart above.

## 5.7. SUMMARY

The previous chapter has defined a series of management instruments that can be used to increase trade fair performance in the previously neglected areas of social performance, collaboration, and innovation. By implementing a straight-forward trade fair maturity model that scores trade fair performance in the four areas of sales performance, service quality, social network, and collaborative success, trade fair organisations and trade fair professionals can measure their trade fair success and determine areas for improvements. While it is true that similar approaches have existed before (Hansen, 2004),

they were focused on increasing sales performance. In the new trade fair knowledge economy that was proven in the study, trade fairs show more untapped potential that needs to be leveraged by all involved parties. Only if trade fair organisations and trade fair professionals understand the maturity of their trade fair offerings can they undertake corresponding measures to deepen and increase that performance.

The next and final chapter will take all of these findings and ideas and tie them together in one conclusion. The research findings will be set into a context with the research questions defined in the beginning, the limitations of the research will be discussed, and recommendations for future researchers and industry professionals will be developed.

## 6. CONCLUSION

### 6.1. RESEARCH QUESTIONS AND FINDINGS

In the introduction, a series of research questions was defined that were the basis of all subsequent research activities. In this section, the answers to the questions are going to be consolidated to give a robust basis for the final conclusion. The research questions are going to be answered in the reverse order, as the most pressing and interesting question concerning the nature of innovation should be answered last.

*Which relationships exist in the trade fair environment, and what is their purpose?*

The literature review showed that there are two types of relationships: social configurations between buyers and sellers that are formed with the intent of conducting a sales transaction, and relationships that are used to exchange information. The study added a third group to this matrix: Collaborators, who work with other trade fair professionals towards achieving a common goal. The questionnaire responses showed that there is a large group of attendees for whom collaboration is already part of their ordinary trade fair experience. So, to summarise, there are three types of relationships at a trade fair: buyer-seller dyads that conduct sales transactions, knowledge sharers that exchange best practices and information, and collaborators that use their time at the fair to work toward a common goal.

However, it has also been shown that these relationships are not mutually exclusive, but much rather collectively supportive. Questionnaire responders, who identified themselves as collaborators were also very interested in sharing and receiving information. So much rather than different types of trade fair relationships, there is one unifying type of relationship that includes aspects of all previously defined types with differing characteristics.

*How can trade fair organisations and trade fair professionals enforce the creation of meaningful relationships in a trade fair environment?*

As discovered in the response to the previous question, all relationships have been found to be meaningful and important within any given trade fair setting. However,

there are different tools from social network research that can be used to enhance the relationship experience at a trade fair. First and foremost, it is important to give relationships enough space to develop. Without so-called white space that allows the creation of social configurations, no meaningful relationships can be formed. By offering meeting spaces and open venues instead of presentations, trade fair organisations can encourage the creation of relationships. The same is true for trade fair professionals: Only by loosening the often tight schedules that accompany a trade fair visit, the necessary white space for new and valuable relationships can be formed.

*Do trade fair professionals collaborate in the trade fair setting, and how can they be encouraged to collaborate?*

This question can be answered in a very succinct manner. According to the questionnaire, trade fair professionals avidly collaborate in the trade fair setting to achieve a variety of goals. It has also been proven that trade fair professionals are already actively pursuing the collaboration processes postulated in the hypothesis. This comes as a surprise, as established trade fair research mostly categorises trade fair participants as members of a selling process, and not as equal partners that actively collaborate on a mutual goal. Once again, the recommendation for encouraging trade fair professionals to pursue these goals comes from the literature review. Fostering meaningful relationships between well-suited collaboration candidates creates the correct setting. Afterwards, all these candidates need is a trigger, or a thought that encourages them to start developing new thoughts. However, this trigger is unlikely to be effective without an underlying strong relationship, as it has been shown that collaboration is always the result of social interaction.

*Does innovation exist in a trade fair setting, and if so, by which process can it be supported?*

Once again, this question can be answered positively. 43% of questionnaire participants agreed that trade fairs had previously provided innovation in the form of a valuable new product idea or business concept to them or their company. This showed that trade fairs are far more useful than previously anticipated – they not only serve as a trade fair that might lead to purely monetary gain, but can also deliver long-lasting intellectual assets

that might propel a participating firm further than order intake ever could. The results of questionnaire have shown that innovation is strongly related to the processes of relationship building and collaboration, and that people who share a lot of information are also likely to receive innovation from the trade fair. Innovation is consequently the result of social configurations that are willing to share information and collaborate towards a higher goal.

*How does one measure and foster innovation in the trade fair setting?*

Measuring innovation is quite difficult. How can one measure a theoretical concept that depends on the beholder? One answer is the reliance on the insights of the individuals that are best acquainted with the nature of innovation at a trade fair, as they experience it constantly: Trade fair professionals. The same experts, of whom 43% of a representative sample already attested to having generated innovation in a trade fair setting, can also be used to quantify it. The result is the trade fair balanced scorecard developed from the findings of the study, which quantifies not only innovation, but also the two dimensions leading up to it: social configurations and collaboration.

Consequently, these two dimensions are also the best levers for increasing the likelihood of innovation. Creating stronger and more meaningful social configurations, sharing essential information, and collaborating on significant projects encourage innovative behaviour. The results of the study, which show a clear correlation between all of these aspects speak for themselves.

## **6.2. LIMITATIONS**

The basic premise of this research effort – to discover the direction trade fair organisations have to follow if they want to secure a place for their offering in the future – has been fulfilled. It has been determined that the trade fair of the future will have to be more socially orientated. Even though the buzzword “social” is currently applied to almost every current development in the business world, trade fairs are one of the few affairs that are truly social in the purest meaning of the word. They integrate visitors and exhibitors alike, support interaction between people and provide a safe environment to share thoughts and ideas. This questionnaire has been the first serious study in years

that has conducted a large-scale assessment of the market and delivered a comprehensive view on the issues that motivate the trade fair professionals of today and describes their expectations for the future.

However, while the research has managed to provide the focus of this development and a basic direction to guide trade fair organisations, it failed to deliver a clear timeframe for the trends discussed above. While the large target group of the questionnaire and the high number of responses provides a holistic view at the entire market, it was not able to define the term “future”. The pilot has shown that any pre-defined timeframe only confused questionnaire responders and led to far more variable results where participants had trouble imagining the potential change within a set number of years, especially when confronted with a number of different concepts like sales, service, social networking and collaboration. Participants in the pilot stated that it would be far easier to give concrete responses if they only had to focus on one topic.

The next limitation is the fact that while the study had been conducted in two languages and within a rather international community, it was still predominantly focused on trade fair professionals that do business in or around Germany. The same questions might have elicited different responses in other parts of the world. Still, considering the fact that Germany is a very mature market that mostly offers trade fairs in very technical and scientific areas (like the trade fairs targeted in the survey), the responses should be considered representative for a sophisticated, technical trade fair market, even though the testing of the hypotheses shows slight differences between German and International responders.

The third and probably most glaring limitation is the fact that the study was only conducted on a very high level. Questions did not go into much detail and no in-depth interviews could be conducted to enhance the questionnaire results with further insights. The results are thus – while representative – not very in-depth and while they provide a good indication of which developments might entice trade fair professionals, they do not offer any detail when it comes to determining which measures are actually going to prove effective. Even though trade fair professionals said that they are looking for more social interaction and more collaboration within the trade fair environment, it is not said

that they would actually approve of the discussion groups and after-fair socials that are suggested in the managerial implications above.

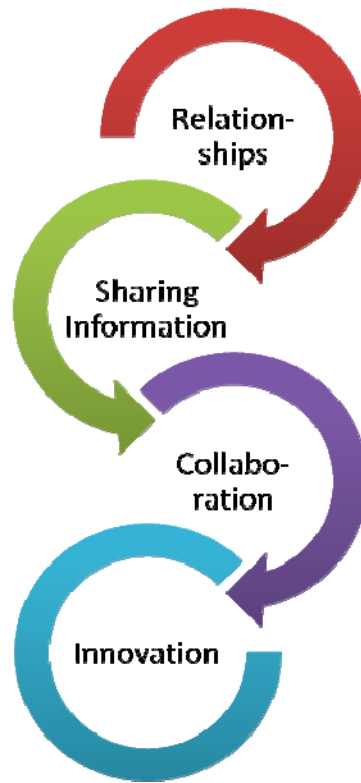
Lastly, trade fair research – as stated during the literature review – has been neglected during the past years. While recent findings from social networking theory and innovation studies could be applied to the trade fair industry as well, there was hardly any fresh material from the past ten to twenty years that described the state of current trade fairs. Integrated social trade fairs, collaboration events, small-scale high-tech occurrences like Salesforce.com’s Dreamforce series have not been discussed in trade fair research at all and would warrant a much deeper investigation to determine what actually motivates trade fair professionals today. This is reflected in the obvious differences between the expectations drawn from the researcher’s professional experience and the literature review and the actual results of the questionnaire: the expectations, while already quite optimistic and ambitious, still fell far behind when it came to how far along trade fair professionals already were. Contrary to the findings from contemporary trade fair research, the average visitor is already fairly versed in social networking and does not only come to the trade fair to make a buying decision, but to work on and discover new things that they will not necessarily buy, but also to replicate and integrate into their daily professional life – often with strikingly positive results for their companies.

### **6.3. CONTRIBUTION TO KNOWLEDGE**

The first finding of this study has been that trade fairs can indeed be classified as social networks. They consist of a net of weak and strong ties that interact with each other in certain ways. A distinct type of relationship describes each and every one of these ties. These relationships are not mutually exclusive – while two trade fair professionals might be competitors, they might also collaborate on certain topics and share information about others. Consequently, it is important to understand that the order intake generated at a trade fair is not necessarily its most significant result. In the long run, the social connections formed at the trade fair might be far more valuable, as they might not only lead to business opportunities, but also deliver information and open up the areas of collaboration and innovation.



**Figure 6.1 Building Blocks of Innovation**



By answering the research questions, the study has shown a distinct connection between these four elements of relationships, information sharing, collaboration, and innovation in a trade fair setting. Like a set of building blocks, they have to be combined one after another to enable the creation of innovation. This connection is visualised in Figure 6.1. Firstly, without relationships, information cannot be shared. Consequently, stronger relationships share more meaningful information, which is shown by the direct correlation between both areas. It has also been shown that trade fair professionals who actively create new relationships are more likely to share information, and vice versa. While this connection has always been implicitly stated in trade fair research, it is now evident for the first time.

The next building block, collaboration, once again relies on both previous elements. Without relationships, no collaboration is possible. However, the sharing of information is also an integral part of collaboration. Trade fair professionals need to be both eager to socialise and share information to be efficient collaborators. This is also an area where regional differences come into play. While German participants were less likely to socialise, they were more eager to share information with strong ties. On the contrary,

international participants were more willing to build new ties, but reluctant to share information. In the end, both ways generate similar scores when it comes to collaboration, even if they choose different ways to achieve it.

The final block, innovation, sits on top of all of the other blocks. While innovation is certainly not predictable and depends on perceptions, it has still been shown to be measurable, as 43% of questionnaire participants attested to the fact that they had previously generated innovation in a trade fair setting before. These participants were shown to be communicative, willing to share information and collaborate, which proves that these aspects are prerequisites for successfully generating innovation in a trade fair setting. They are also more likely to visit a trade fair because they hope to return with significant findings and new ideas, instead of depending on closing a sales transaction. Consequently, trade fair research needs to shift from the purely sales-focused viewpoint to a more integrated, holistic look at trade fairs that incorporates the demands of collaborative trade fair participants.

However, the findings might even reach beyond trade fair research. The literature review has shown that there are very few works that combine trade fair settings with social networks, collaboration, and innovation, but also very few studies about this subject in general. By having conducted a large-scale investigative study about the connection between social configurations, information-sharing, collaboration and innovation that proves the interdependencies between all of these aspects, this work might serve as a useful building block in further research forays into innovative behaviour in a business context. The large sample drawn from three heterogeneous trade fair audiences that range from highly technical to more consumer-oriented industry professionals should offer a sufficiently diverse target group to validate the study's findings in a larger context.

In this thesis it has been shown that a theoretical model can be formed in which contact creation and relationship building are the antecedents of developing a social network. This social network allows knowledge to be acquired and innovation to be fuelled. From the model this then leads to business success. This model can be implemented not only by trade fair management companies to facilitate trade fair success but also by visitors and exhibitors as they strive to improve their businesses. These organisations can

use the model to audit their contacts, the relationships with them and the operation of their social networks and where weaknesses or omissions in the network are identified, strategies can be developed to rectify these problems. Thus the model becomes a tool to understand the dynamics of visitor, exhibitor and the trade fair provider and to improve the relationships underpinning this dynamic.

As a consequence to this, the recommendations in the next section are not only restricted to the trade fair environment, but are phrased more broadly so they might also be applicable for other research areas and maybe even other industry sectors that are also looking to increase their innovative capacities.

## **6.4. RECOMMENDATIONS**

### **6.4.1. ACADEMIC RECOMMENDATIONS**

There are two future research areas that arise from the scientific limitations discussed previously: the first research area is about expanding the knowledge gained in this questionnaire. As stated, the questionnaire was the first large-scale assessment of a major trade fair market in years. It needs to be complemented with other surveys that delve into the questions that were left unanswered by focusing on specific areas that need to be assessed in more detail. The first and foremost concern revolves around the definition of social networking. Did the surveyed participants have the same scientific understanding of social networking that has been created by Granovetter and others? Or do they see social networking only as a means to an end, a short-lived process that delivers a certain result, which is a long way from the profound strong ties that should arise from social networking? Speaking of strong ties: Are questionnaire participants aware of the difference between strong and weak ties and do they know how to leverage them? All of these questions should be addressed separately.

The next section that should be analysed is the dimension of collaboration. While many responders stated that they had already collaborated within the trade fair environment, one needs to question their definition of collaboration. Very few trade fairs reserve spaces for collaborative activities. A definition of understanding of “collaboration” that trade fair professionals have and whether it conforms to the scientific definition, i.e. working together to achieve a common goal is required. It will be necessary to conduct a

field study at trade fairs, surveying trade fair professionals as they collaborate and discovering the underlying processes. The results of such a study would give trade fair organisations a clear definition of the kind of collaboration trade fair professionals expect and offer them a guideline on how to achieve the same effect for their trade fairs.

Another dimension that should be explored is the correlation between geography and trade fair development cycles. While it is to be expected that trade fairs in North America, especially with the innovative and technologically advanced industries of the West Coast, should already be oriented towards social networking and collaboration. Other regions might not fare as well. A diverse study that not only tackles a large target group in one region but tries to compare distinct target groups all over the group is needed to determine how especially international trade fair organisations need to design their offerings.

The last – and perhaps most complicated – research proposal would be to conduct a complete, two-stage social network analysis of a trade fair. During the course of a social network analysis, all connections between subjects are charted and combined into a graph that gives a complete overview over the social configurations within a certain restricted setting. By combining a social network analysis before and after the trade fair, one would expect to show a tangible gain for trade fair participants as they visibly expand their social network in new and meaningful ways. While a network diagram before the trade fair should only show a small number of connections, the diagram after the event would hopefully consist of a dense web of valuable contacts. However, the amount of work and energy that would go into compiling such an analysis would be substantial. One would have to conduct two interviews with every participant, who agrees to being surveyed, and perform extensive data cleansing to map contact information to each other. The results should be fascinating: What, for example, can be concluded by the fact that one person mentions another person as a valuable contact, who in turn omitted that person in his or her interview? The trade fair environment, as a restricted setting where professionals from similar backgrounds converge, should prove to be the perfect opportunity for conducting more in-depth social network research – the questionnaire results discussed above show that there is a definite interest among trade

fair professionals, who would certainly value the results from a wide-spread social network analysis about their favourite trade fair.

#### **6.4.2. INDUSTRY RECOMMENDATIONS**

The recommendations for the industry revolve heavily around the models and processes discussed in the previous chapter. The first and most obvious recommendation is to create awareness for the interdependency between relationships, information sharing, collaboration and innovation. If industry experts, and especially trade fair professionals, are eager to innovate, they first need to realise that innovation is almost always the result of a collaborative process. However, collaborative processes do not simply happen automatically. They need to be triggered and controlled. In a trade fair setting, this can happen in a workshop or in a keynote. By providing thought-provoking material to participants, the trade fair organisation can not only entertain and reward its customers; but it can also start a collaborative process which might lead to an actual innovation.

However, the prerequisites to collaboration, namely strong and meaningful relationships, need to be created first. Once again, social configurations are not formed purely instinctively. Trade fair organisations and trade fair professionals alike need to provide an appropriate setting that not only brings experts together, but also offers the necessary white space for a relationship to develop. Social configurations are very fragile in their early stages. Only if they are given room to develop, and nourishing input that can spark collaboration do they have a chance of persisting. This input can either be delivered intrinsically or extrinsically. Intrinsic input might be a need for information or a desire to expand one's personal network, while extrinsic input could happen in the form of a workshop or guided discussion. By following these approaches, trade fair organisations will not only deliver a sales facilitation service to their customers, but also the diverse potential of long-lasting business relationships.

Since relationships, information, collaboration and innovation are not easy to quantify, trade fair organisations and trade fair participants alike need to employ new instruments to measure and report on their trade fair success. At this point, the trade fair balanced scorecard can come into play. It can start a dialogue between organisers and visitors that quantifies the four dimensions of sales performance, service quality, social networking and collaborative success to determine how well received the trade fair is. Depending

on the results obtained through the trade fair balanced scorecard, measures to increase the lacklustre areas can be taken. The overarching goal of this instrument is to balance all dimensions by reaching the maximum score of five for every question, which will also conform to the expectations expressed by the participants of the study, which allocate equal importance to all four dimensions of the scorecard. The final result will be a trade fair that not only serves as a place to buy and sell products and services, but also a marketplace to trade and exchange information, and a source of valuable product ideas and business concepts for the future.

## **6.5. FINAL THOUGHTS**

After discussing its limitations and providing corresponding recommendations, it is time for a final look at the research effort in its entirety. The basic premise of the research was that trade fairs have changed fundamentally over the past decades. While trade fair professionals have all experienced and sometimes even adapted to this change, trade fair research is still discussing trade fair aspects that – while still relevant today – have shifted into the background over the past few years. The trade fair of today is a deeply social event that is driven by personal interaction between visitors and exhibitors. The purpose of this interaction has moved beyond the pure selling goals of yesterday, into the dimension of relationship building, and is slowly but steadily entering the area of collaboration.

Most trade fair organisations have quietly observed this development, with a select few moving ahead with new concepts, which tried to apply outdated knowledge to an entirely new market. A lot of these concepts failed spectacularly, either because of a series of misunderstandings between trade fair organisations and their customers, or because they tried to exert too much direct control over a fluent process that should be dynamic and intuitive for all participants. This research has shown that trade fair professionals expect a service offering, which is constructed around enabling social interaction and collaboration, and not to restrict their original goals for trade fair participation. Consequently, trade fair organisations should not be seen as supervisors, but as enablers that support this change without forcing attendees into a role that they are not yet prepared to accept.

The trade fair maturity model goes hand in hand with this new socially integrated trade fair environment. By questioning all attendees, regardless of their status as exhibitors or visitors, trade fair organisations should be able to measure the maturity of their offering with regards to the expectations of trade fair professionals around the world. If they are able to convince participants in the areas of sales performance and service quality, they might be able to move ahead with new offers around social networking and collaboration. However, if they find that these new offers impede their ability to increase their exhibitors' sales performance, they need to immediately reset their focus or risk losing customers in the long run.

In the past, without having a unified way of measuring their trade fair maturity, introducing a new innovation was always a gamble for trade fair organisations, as customer response was uncertain, and failure quite probable. Consequently, risk-adversity is widespread throughout the industry. It is quite telling that the most successful innovations in the trade fair market, namely company-specific events from players at the forefront of the IT industry, are rarely related to traditional trade fair organisations. Salesforce.com's Dreamforce or Google's I/O conventions attract thousands of attendees from all over the world with their new innovations and they draw unprecedented media attention, which some more traditional trade fair concepts of the past could never attract.

The questionnaire conducted in the course of this work and the previously unheard of success of IT congress fairs show that the time is right: Trade fair organisations should move ahead and develop new concepts that they can use to unlock new markets and attract new and young target groups, which have grown accustomed to social networks in their professional life. To them, conducting the information-sharing and collaborative activities that make up a majority of trade fair life comes naturally. However, without being enabled by the proper setting and the corresponding white space between social configurations, these activities can fail. If trade fair offerings were not to change, the members of this so-called "Generation Y" would be lost to traditional trade fair organisations. The time to move ahead has come; the trade fair of the future has been defined: It is a complex, multi-layered service offering that provides ample space on the showroom for sales activities, integrates social events to foster communication, and thus en-

ables trade fair professionals to collaborate and develop the products of the future. The only thing trade fair organisations have to do is take that one, all-important step and move ahead – although that is probably easier said than done.



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# APPENDIX

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## 1. QUESTIONNAIRE DESIGN

A1. Are you attending trade fairs more in a private or in a business capacity?	Private Business

A2. Are you attending as a visitor or/and as an exhibitor? (Mehrfachnennungen möglich)	Visitor Exhibitor

A2. Are you attending as a visitor or/and as an exhibitor? (Mehrfachnennungen möglich)	Only Visitor Only Exhibitor Visitor and Exhibitor

A3. Which sector or industry does your company operate in?	Manufacture of machinery and equipment: Assembly and handling Manufacture of optical instruments and photographic equipment Manufacture of motor vehicles, trailers and semi-trailers  Construction  Manufacture of chemicals and chemical products  Manufacture of electrical equipment  Manufacture of food products  Manufacture of beverages  Manufacture of wood and of products of wood and cork, manufa Manufacture of paper and paper products

<p>Manufacture of computer, electronic and optical products</p> <p>Manufacture of rubber and plastic products</p> <p>Manufacture of air and spacecraft and related machinery</p> <p>Manufacture of basic metals</p> <p>Manufacture of fabricated metal products Printing</p> <p>Reproduction of recorded media</p> <p>Manufacture of basic pharmaceutical products and pharmaceuti</p> <p>Scientific research and development</p> <p>Other, that is</p>
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A4. What is the size of your company?	<p>1 - 10 employees</p> <p>11 - 100 employees</p> <p>101 - 1000 employees</p> <p>&gt; 1000 employees</p>

A5. Which country does your company operate from?	<p>Afghanistan</p> <p>Albania</p> <p>Algeria</p> <p>Argentina</p> <p>Australia</p> <p>Austria</p> <p>Bahrain</p> <p>Belarus</p> <p>Belgium</p> <p>Bosnia And Herzegovina</p> <p>Brazil</p>



Bulgaria  
Canada  
China  
Croatia  
Czech Republic  
Denmark  
Ecuador  
Estonia  
Finland  
France  
Gabon  
Germany  
Greece  
Hong Kong  
Hungary  
India  
Iran, Islamic Republic Of  
Ireland  
Israel  
Italy  
Japan  
Kenya  
Korea, Republic Of  
Latvia  
Lebanon  
Liechtenstein  
Lithuania

Netherlands

Norway

Pakistan

Poland

Portugal

Romania

Russian Federation

Serbia

Singapore

Slovakia

Slovenia

South Africa

Spain

Sweden

Switzerland

Syrian Arab Republic

Taiwan, Province Of China

Turkey

Ukraine

United Kingdom

United States

A6. Which position do you fulfill in your company?

Entrepreneur, partner, self-employed

Managing director, board member, head of authority

Senior department head, other employee with managerial respo

Department head, group head

Project manager with personal and budget responsibility

Buyer
Other salaried staff/public service
Foremen, master craftsmen
Skilled worker
Lecturer, teacher, scientific assistant
Trainee, Student
Other position, which is

A7. Please rate how you agree with this statement: I have decision making influence in my company.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

A8. How many trade fairs do you attend per year (on average)?	0 - 1
	2 - 10
	11 - 20
	> 20

B1_1. I participate at / visit trade fairs because they are a good place for lead generation: Now	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B1_2. I participate at / visit trade fairs because they are a good place for lead generation: Expectation for the future	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B1_3. I participate at / visit trade fairs because they are a good place for direct sales: Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B1_4. I participate at / visit trade fairs because they are a good place for direct sales: Expectation for the future	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B1_5. I participate at / visit trade fairs because they are a good place for networking. Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

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B1_6. I participate at / visit trade fairs because they are a good place for networking. Expectation for the future.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B1_7. I participate at / visit trade fairs because they are a good place for collaboration. Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B1_8. I participate at / visit trade fairs because they are a good place for collaboration. Expectation for the future.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B2b_1. I rate the success of my trade fair attendance solely based on the order intake generated there. Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B2b_2. I rate the success of my trade	Strongly agree (=5)

fair attendance solely based on the order intake generated there. Expectation for the future.	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B2c_1. I spend a lot of time at trade fairs exchanging experiences and information. Now.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B2c_2. I spend a lot of time at trade fairs exchanging experiences and information. Expectation for the future.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B2d_1. The knowledge gained at trade fairs helps to improve my company's success. Now.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B2d_2. The knowledge gained at trade fairs helps to improve my company's success. Expectation for the	Strongly agree (=5)
	Agree(=4)

future.	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B3_1. I regularly participate in knowledge sharing activities at trade fairs.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B3_2. I would prefer having easier access to knowledge sharing activities in the future.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B4_1. I agree that a major part of my time at trade fairs is spent on networking activities. Now.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B4_2. I agree that a major part of my time at trade fairs is spent on networking activities. Expectation for the future.	Strongly agree (=5)
	Agree(=4)
	3 (=3)

Disagree (=2)
Strongly disagree (=1)

Strongly agree (=5)
B5_1. I often contact my acquaintances from trade fairs, even after the show, to discuss business matters. Now.
Agree(=4)
3 (=3)
Disagree (=2)
Strongly disagree (=1)

Strongly agree (=5)
B5_2. I often contact my acquaintances from trade fairs, even after the show, to discuss business matters. Expectation for the future.
Agree(=4)
3 (=3)
Disagree (=2)
Strongly disagree (=1)

Strongly agree (=5)
B6_1. We deal in products. Now.
Agree(=4)
3 (=3)
Disagree (=2)
Strongly disagree (=1)

Strongly agree (=5)
B6_2. We deal in products. Expectation for the future.
Agree(=4)
3 (=3)



	Disagree (=2)
	Strongly disagree (=1)

B6_3. We share knowledge. Now.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B6_4. We share knowledge. Expectation for the future.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B6_5. We collaborate on projects. Now.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

B6_6. We collaborate on projects. Expectation for the future.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)

Strongly disagree (=1)

B7. I prefer direct personal interaction at trade fairs to virtual interaction using new media and online social networks.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

B8\_1. I think that trade fairs as a gathering hub for industry professionals are a very good place for relationship building. Now.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

B8\_2. I think that trade fairs as a gathering hub for industry professionals are a very good place for relationship building. Expectation for the future.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

B9\_1. I think of collaboration as the main contributor to developing innovation. Now.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

B9_2. I think of collaboration as the main contributor to developing innovation. Expectation for the future.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B11_1. I think that trade fairs are important for building up and managing brands. Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B11_2. I think that trade fairs are important for building up and managing brands. Expectation for the future.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B12_1. I think that trade fairs allow my company to enter into new markets. Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

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B12_2. I think that trade fairs allow my company to enter into new markets. Expectation for the future.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B13_1. I think that this trade fair environment can generate innovation for the market as a whole. Now.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

B13_2. I think that this trade fair environment can generate innovation for the market as a whole. Expectation for the future.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

C1. I actively manage my network of business contacts.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

C2_1. I prefer to communicate face to	Strongly agree (=5)

face.	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C2_2. I prefer to communicate by phone.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C2_3. I prefer to communicate via email.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C2_4. I prefer to communicate through online social networks.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C2_5. I prefer to communicate through direct mail	Strongly agree (=5)
	Agree(=4)

	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C3_1. I communicate mostly with customers.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C3_2. I communicate mostly with collaborators.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C3_3. I communicate mostly with competitors.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

C4. How many business contacts do you typically communicate with at a trade fair?	1 - 5
	6 - 10
	11 - 20

> 20

C5\_1. Social networking (either online or offline) helped me in my professional environment.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C5\_2. Trade fairs helped me to expand my professional business network.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C5\_3. The contacts I meet at trade fairs are a highly valuable and influential part of my professional network.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C5\_4. The contacts I meet at trade fairs increase my company's or my personal success.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C6\_1. Communicating face to face with customers and suppliers has a distinct impact on my company or me.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C6\_2. Being brought together with potential new customers has a distinct impact on my company or me.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C6\_3. Being brought together with collaboration partners has a distinct impact on my company or me.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)

C7\_1. I highly value the relationships created through a trade fair environment.

Strongly agree (=5)  
Agree(=4)  
3 (=3)  
Disagree (=2)  
Strongly disagree (=1)



C7_2. I understand and chart my professional social network.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

C7_3. I analyse my professional social network to maximize potential gains from my contacts.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

C7_4. I expect to see my usual business partners at the trade fairs I frequent.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

C7_5. I expect the trade fair organization to bring me together with experts from my line of business at the trade fairs I frequent.	Strongly agree (=5) Agree(=4) 3 (=3) Disagree (=2) Strongly disagree (=1)

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C7_6. I expect to develop new and valuable business contacts at the trade fairs I frequent.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

D1_1. The people I meet at trade fairs and the products that are presented there serve as a source of inspiration and new ideas to me.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

D1_2. Collaboration with one or more of my trade fair acquaintances - be it a developer, a consultant or someone who has turned into a personal friend - has lead to the development of a new product or business concept.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

D2_1. I think trade fairs are important because they allow me to gather information on Customers.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

D2_2. I think trade fairs are important because they allow me to gather	Strongly agree (=5)
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information on Collaborators.	Agree(=4)
	3 (=3)
	Disagree (=2)
	Strongly disagree (=1)

D2_3. I think trade fairs are important because they allow me to gather information on Competitors.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
Strongly disagree (=1)	

D3. My company has developed ideas me or others have collected at a trade fair into a successful product or business concept.	Strongly agree (=5)
	Agree(=4)
	3 (=3)
	Disagree (=2)
Strongly disagree (=1)	

## 2. QUESTIONNAIRE RESULTS

### 2.1. ANALYSIS BY DECISION MAKING POWER AND LANGUAGE

	Total		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language		
	Total	%	Visitor	Exhibitor	Automatica	Electronica / Productronica		ispo	German	English
						%	%			
A1. Are you attending trade fairs more in a private or in a business capacity?	74	4%	70	7	17	43	14	59	15	
			4%	1%	4%	4%	3%	4%	3%	
Business	1,827	96%	1,512	655	362	1,016	449	1,319	508	
			96%	99%	96%	96%	97%	96%	97%	
Basis	1,901		1,582	662	379	1,059	463	1,378	523	

All respondents / Basis = persons answering

	Total		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language		
	Total	%	Visitor	Exhibitor	Automatica	Electronica / Productronica		ispo	German	English
						%	%			
A2. Are you attending as a visitor or/and as an exhibitor? (Mehrfachnennungen möglich)	1,585	83%	1,585	347	324	943	318	1,177	408	
			100%	52%	85%	89%	69%	85%	78%	
Exhibitor	665	35%	347	665	126	327	212	498	167	
			22%	100%	33%	31%	46%	36%	32%	
Basis	1,903		1,585	665	379	1,061	463	1,378	525	

All respondents / Basis = persons answering

	Total		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language		
	Total	%	Visitor	Exhibitor	Automatica	Electronica / Productronica		ispo	German	English
						%	%			
A2. Are you attending as a visitor or/and as an exhibitor? Only Visitor	1,238	65%	1,238		253	734	251	880	358	
			78%		67%	69%	54%	64%	68%	

(Mehrfachnennungen möglich)	Only Exhibitor	318 17%	347	318 48%	55 15%	118 11%	145 31%	201 15%	117 22%
Basis		1,903	1,585	665	379	1,061	463	1,378	525

All respondents / Basis = persons answering

A3. Which sector or industry does your company operate in?	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair	Language	
		Visitor	Exhibitor		Automatica	German
Manufacture of machinery and equipment: Assembly and handlin	183 48%	151 47%	76 60%	183 48%	166 50%	17 35%
Manufacture of optical instruments and photographic equipment	28 7%	22 7%	16 13%	28 7%	26 8%	2 4%
Manufacture of motor vehicles, trailers and semi-trailers	54 14%	54 17%	1 1%	54 14%	51 15%	3 6%
Construction	10 3%	10 3%	1 1%	10 3%	6 2%	4 8%
Manufacture of chemicals and chemical products	6 2%	5 2%	1 1%	6 2%	4 1%	2 4%
Manufacture of electrical equipment	43 11%	38 12%	13 10%	43 11%	34 10%	9 19%
Manufacture of food products	2 1%	2 1%	2 1%	2 1%	1 0%	1 2%
Manufacture of beverages	2 1%	2 1%	1 1%	2 1%	2 1%	2 4%
Manufacture of wood and of products of wood and cork, manufa	3 1%	3 1%	3 1%	3 1%	1 0%	2 4%
Manufacture of paper and paper products	1 0%	1 0%	1 0%	1 0%	1 0%	1 0%
Manufacture of computer, electronic and optical products	7 2%	6 2%	1 1%	7 2%	3 1%	4 8%

	21	20	6	21	18	3
Manufacture of rubber and plastic products	6%	6%	5%	6%	5%	6%
Manufacture of air and spacecraft and related machinery	2%	7	3	8	8	
Manufacture of basic metals	25	24	6	25	25	4
Manufacture of fabricated metal products	7%	36	8	7%	8%	8%
Printing	39	11%	6%	39	35	
Reproduction of recorded media	3	2	3	3	11%	
Manufacture of basic pharmaceutical products and pharmaceuticals	1%	1%	2%	1%	3	
Scientific research and development	3	3	1	3	3	
Other, that is	1%	1%	1%	1%	1%	
	38	35	7	38	32	6
	10%	11%	6%	10%	10%	13%
	64	50	26	64	54	10
	17%	15%	21%	17%	16%	21%
<b>Basis</b>	<b>380</b>	<b>324</b>	<b>126</b>	<b>380</b>	<b>332</b>	<b>48</b>

Base = Automatica / persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair Electronica / Pro-electronica	Language	
		Visitor	Exhibitor		German	English
A3. Which sector or industry does your company operate in?						
Manufacture of electronic components and boards	280 27%	242 26%	119 37%	280 27%	175 23%	105 37%
Manufacture of computers and peripheral equipment	57 5%	49 5%	20 6%	57 5%	38 5%	19 7%
Manufacture of communication equipment	110 10%	107 11%	29 9%	110 10%	66 9%	44 16%
Manufacture of consumer electronics	58 6%	54 6%	14 4%	58 6%	23 3%	35 12%
Manufacture of instruments and appliances for measuring, te	127 12%	115 12%	34 10%	127 12%	104 13%	23 8%

Manufacture of irradiation, electromedical and electro-therap	31	28	7	31	24	7
	3%	3%	2%	3%	3%	2%
Manufacture of optical instruments and photographic equipment	28	25	13	28	21	7
	3%	3%	4%	3%	3%	2%
Manufacture of magnetic and optical media	6	5	1	6	4	2
	1%	1%	0%	1%	1%	1%
Manufacture of electric motors, generators, transformers and	72	68	16	72	47	25
	7%	7%	5%	7%	6%	9%
Manufacture of batteries and accumulators	22	17	6	22	15	7
	2%	2%	2%	2%	2%	2%
Manufacture of wiring and wiring devices	55	47	20	55	34	21
	5%	5%	6%	5%	4%	7%
Manufacture of electric lighting equipment	52	48	10	52	23	29
	5%	5%	3%	5%	3%	10%
Manufacture of domestic appliances	33	32	2	33	21	12
	3%	3%	1%	3%	3%	4%
Manufacture of other electrical equipment	175	166	52	175	135	40
	17%	18%	16%	17%	18%	14%
Manufacture of electrical and electronic equipment for motor	124	117	30	124	94	30
	12%	12%	9%	12%	12%	11%
Wholesale of information and communication equipment	37	31	14	37	29	8
	4%	3%	4%	4%	4%	3%
Scientific research and development	162	159	32	162	144	18
	15%	17%	10%	15%	19%	6%
Other, that is:	305	256	103	305	218	87
	29%	27%	32%	29%	28%	31%
<b>Basis</b>	<b>1,054</b>	<b>937</b>	<b>325</b>	<b>1,054</b>	<b>771</b>	<b>283</b>

Base = Electronica / Productronica / persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language	
	Visitor	Exhibitor	ispo	German	English	
Total						

A3. Which sector or industry does your company operate in?	120	61	79	120	66	54
Manufacture of wearing apparel	26%	19%	37%	26%	25%	28%
Manufacture of footwear	36	16	24	36	22	14
Manufacture of bicycles	8%	5%	11%	8%	8%	7%
	10	8	7	10	5	5
Manufacture of sports goods	2%	3%	3%	2%	2%	3%
	82	33	59	82	37	45
Wholesale of clothing	18%	10%	28%	18%	14%	23%
	92	61	48	92	37	55
Wholesale of footwear	20%	19%	23%	20%	14%	28%
	47	36	22	47	15	32
Wholesale of bicycles, their parts and accessories, sports a	10%	11%	10%	10%	6%	17%
Retail sale of clothing	48	35	23	48	22	26
	10%	11%	11%	10%	8%	13%
Retail sale of footwear	93	86	16	93	59	34
	20%	27%	8%	20%	22%	18%
Retail sale of sporting equipment	61	58	6	61	38	23
	13%	18%	3%	13%	14%	12%
Sports and recreation education	93	84	15	93	46	47
	20%	27%	7%	20%	17%	24%
Sports activities	23	22	2	23	17	6
	5%	7%	1%	5%	6%	3%
Other, that is:	52	48	8	52	32	20
	11%	15%	4%	11%	12%	10%
	109	86	47	109	68	41
	24%	27%	22%	24%	25%	21%
Basis	460	315	212	460	267	193

Base = ispo / persons answering

A4. What is the size of your	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English
1 - 10 employees	411	357	104	60	162	262	149
					189		



company?	22%	23%	16%	16%	15%	41%	19%	28%
11 - 100 employees	528	400	253	88	268	172	342	186
101 - 1000 employees	447	359	185	107	274	66	348	99
> 1000 employees	505	455	120	122	349	34	416	89
Basis	1,891	1,571	662	377	1,053	461	1,368	523
Mean	533.8	562.6	431.5	639.8	640.8	202.9	596.8	369.1

All respondents / Basis = persons answering

A5. Which country does your company operate from?	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language		
	Total	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	Language	
							German	English
Afghanistan	1		1	1			1	
Albania	0%		0%	0%		1	1	
Algeria	0%	1				0%	0%	1
Argentina	0%	1				1		0%
Australia	2	2				2	2	2
Austria	0%	0%	1		1	1	2	0%
Bahrain	86	71	25	9	0%	0%	0%	1
Belarus	5%	5%	4%	2%	4%	8%	6%	0%
Belgium	1	1	1	1			1	
Bosnia And Herzegovina	0%	8	3	2	0%	4	1	8
	0%	1%	0%	1%	0%	1%	0%	2%
	3	2	1	2	2	1	3	

Brazil	0%	2	0%	1	0%	1	0%	1	0%	1	0%	1	0%	1	0%	1	0%	1	0%	1
Bulgaria	0%	6	0%	5	0%	1	0%	1	0%	3	0%	2	0%	6	0%	6	0%	6	0%	6
Canada	0%	6	0%	5	0%	2	0%	2	0%	3	0%	3	0%	6	0%	6	0%	6	0%	6
China	0%	7	0%	5	0%	5	0%	5	0%	5	0%	2	0%	4	0%	4	0%	4	0%	4
Croatia	0%	7	0%	6	0%	2	0%	2	0%	4	0%	1	0%	7	0%	7	0%	7	0%	7
Czech Republic	0%	21	0%	13	0%	9	0%	3	0%	10	0%	8	0%	19	0%	19	0%	19	0%	19
Denmark	1%	16	1%	13	1%	4	1%	2	1%	9	1%	5	2%	4	0%	4	0%	4	0%	4
Ecuador	1%	1	1%	1	1%	1	1%	1	1%	1	1%	1	1%	1	0%	1	0%	1	0%	1
Estonia	0%	3	0%	2	0%	2	0%	2	0%	2	0%	1	0%	3	0%	3	0%	3	0%	3
Finland	0%	22	0%	18	0%	5	0%	5	0%	16	0%	5	0%	15	0%	15	0%	15	0%	15
France	1%	30	1%	24	1%	10	1%	6	2%	12	2%	12	1%	26	1%	26	1%	26	1%	26
Gabon	2%	2	2%	2	2%	2	2%	2	2%	1	1%	3	0%	5	0%	5	0%	5	0%	5
Germany	0%	1,111	0%	961	0%	393	0%	295	0%	644	0%	172	0%	20	0%	20	0%	20	0%	20
Greece	59%	7	62%	7	60%	1	79%	2	62%	3	37%	2	81%	4	4%	4	4%	4	4%	4
Hong Kong	0%	4	0%	3	0%	1	1%	1	0%	3	0%	1	0%	1	0%	1	0%	1	0%	1
Hungary	0%	11	0%	10	0%	2	0%	1	0%	6	0%	4	0%	10	0%	10	0%	10	0%	10
India	1%	8	1%	4	0%	4	0%	1	1%	3	1%	4	0%	2	0%	2	0%	2	0%	2

Iran, Islamic Republic Of	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	1%	2%
Ireland	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2	0%	0%	0%	0%	1	2
Israel	0%	10	10	1%	0%	1	1	0%	8	1	0%	1	0%	1%	1	0%	0%	1%
Italy	113	91	1%	0%	35	0%	0%	0%	55	43	0%	22	2%	91	2%	2%	2%	2%
Japan	12	6%	6%	7	5%	4%	3	5%	8	1	9%	8	1	4	1%	1%	1%	17%
Kenya	1	0%	0%	0%	1%	1%	1	1%	8	1%	0%	8	1%	1%	1%	1%	1%	1%
Korea, Republic Of	0%	0%	0%	0%	0%	0%	0%	0%	1	1	0%	1	0%	0%	0%	0%	1	0%
Latvia	1	0%	0%	1	1	0%	0%	0%	1	0%	0%	1	0%	0%	0%	0%	1	0%
Lebanon	1	0%	0%	1	1	0%	0%	0%	0%	1	0%	0%	0%	0%	0%	0%	1	0%
Liechtenstein	1	0%	0%	1	1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1	0%
Lithuania	5	0%	0%	5	0%	0%	0%	2	2	3	2	0%	0%	5	0%	0%	5	1%
Netherlands	29	1%	19	13	2%	0%	0%	0%	19	10	1%	9	1%	20	1%	1%	20	1%
Norway	7	0%	4	4	4	0%	0%	4	2%	2%	2%	1%	1%	4%	1%	1%	6	4%
Pakistan	7	0%	2	5	1%	0%	0%	0%	4	3	1%	0%	0%	6	0%	0%	1%	1%
Poland	11	0%	9	3	0%	1%	0%	8	2%	3	2%	3	3	11	2%	1%	11	1%
Portugal	7	1%	7	2	0%	2	1	1%	3	1%	1%	3	3	7	2%	1%	7	2%
Romania	9	0%	6	4	0%	0%	2	0%	5	2	0%	5	0%	9	1%	1%	2	1%

Russian Federation	0%	0%	1%	0%	0%	10	1	1%	0%	10	0%	0%	2%
Serbia	1%	1%	0%	0%	1%	1	1	0%	1%	1	0%	1	2%
Singapore	0%	0%	0%	0%	0%	1	1	0%	0%	1	0%	1	0%
Slovakia	0%	0%	0%	0%	0%	6	1	0%	0%	2	0%	3	3
Slovenia	0%	0%	0%	0%	0%	22	3	1%	1%	13	0%	2	1%
South Africa	1%	1%	0%	1%	1%	3	0%	1%	1%	3	1%	0%	4%
Spain	0%	0%	0%	0%	0%	20	4	3	0%	12	0%	9	1%
Sweden	1%	1%	1%	1%	1%	23	11	1%	1%	18	2%	12	5%
Switzerland	2%	1%	2%	0%	1%	60	25	0%	2%	39	3%	29	5%
Syrian Arab Republic	4%	4%	4%	1%	4%	1	4	1%	4%	4	6%	62	2%
Taiwan, Province Of China	0%	0%	0%	0%	0%	5	9	0%	0%	5	0%	1	0%
Turkey	1%	0%	1%	1%	0%	5	1	1%	0%	2	2%	3	2%
Ukraine	0%	0%	0%	0%	0%	2	0%	0%	0%	2	1%	1	1%
United Kingdom	0%	0%	0%	0%	0%	20	16	1	0%	12	0%	17	0%
United States	2%	1%	2%	0%	1%	43	29	0%	1%	38	4%	15	5%
	3%	3%	4%	2%	3%	60	29	7	4%	44	3%	26	7%
Basis	1,876	1,560	651	373	1,044	459	1,354	522					

All respondents / Basis = persons answering

A6. Which position do you fulfill in your company?	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language			
	Total	Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					ispo	ispa		
Entrepreneur, partner, self-employed	309	269	90	52	105	152	214	95
Managing director, board member, head of authority	16%	17%	14%	14%	10%	33%	16%	18%
Senior department head, other employee with managerial respo	274	213	122	34	130	110	145	129
Department head, group head	14%	14%	18%	9%	12%	24%	11%	25%
Project manager with personal and budget responsibility	180	132	85	39	90	51	115	65
Buyer	9%	8%	13%	10%	9%	11%	8%	12%
Other salaried staff/public service	316	270	114	86	183	47	257	59
Foremen, master craftsmen	17%	17%	17%	23%	17%	10%	19%	11%
Skilled worker	183	145	67	51	100	32	129	54
Lecturer, teacher, scientific assistant	10%	9%	10%	13%	9%	7%	9%	10%
Trainee, Student	127	123	13	8	97	22	99	28
Other position, which is	7%	8%	2%	2%	9%	5%	7%	5%
	289	236	107	70	196	23	277	12
	15%	15%	16%	18%	19%	5%	20%	2%
	14	13	1	5	9		9	5
	1%	1%	0%	1%	1%		1%	1%
	39	36	8	9	29	1	24	15
	2%	2%	1%	2%	3%	0%	2%	3%
	22	20	7	6	14	2	15	7
	1%	1%	1%	2%	1%	0%	1%	1%
	10	10	3	2	7	1	8	2
	1%	1%	0%	1%	1%	0%	1%	0%
	133	108	45	19	93	21	78	55
	7%	7%	7%	5%	9%	5%	6%	10%
Basis	1,896	1,575	662	381	1,053	462	1,370	526

All respondents / Basis = persons answering

Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
	Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English	

	Visitor	Exhibitor	Automatica	Electronica / Productronica		ispo	German	English
				Automatica	Electronica / Productronica			
A7. Please rate how you agree with this statement: I have decision making influence in my company.	741 39%	256 39%	124 33%	344 33%	273 59%	513 38%	228 43%	
Strongly agree (=5)	734 39%	258 39%	168 45%	434 41%	132 29%	538 39%	196 37%	
Agree(=4)	294 16%	105 16%	60 16%	192 18%	42 9%	225 16%	69 13%	
3 (=3)	88 5%	26 4%	18 5%	61 6%	9 2%	64 5%	24 5%	
Disagree (=2)	35 2%	17 3%	7 2%	22 2%	6 1%	26 2%	9 2%	
Strongly disagree (=1)	1,475 78%	514 78%	292 77%	778 74%	405 88%	1,051 77%	424 81%	
Sum: Agree (=5+4)	123 7%	43 6%	25 7%	83 8%	15 3%	90 7%	33 6%	
Sum: Disagree (=2+1)	1,892 4.1	1,574 4.1	377 4.0	1,053 4.0	462 4.4	1,366 4.1	526 4.2	
Basis								
Mean								

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
	Total	Visitor	Exhibitor	Electronica / Productronica		German	
				Automatica	Electronica / Productronica	German	English
A8. How many trade fairs do you attend per year (on average)?	310 16%	267 17%	75 11%	37 10%	219 21%	214 16%	96 18%
0 - 1	1,511 80%	1,264 80%	535 81%	318 84%	812 77%	1,095 80%	416 79%
2 - 10	53 3%	31 2%	32 5%	13 3%	18 2%	42 3%	11 2%
11 - 20	26 1%	18 1%	21 3%	11 3%	9 1%	23 2%	3 1%
>20	1,900 5.6	1,580 5.5	663 6.5	379 6.4	1,058 5.2	1,374 5.8	526 5.3
Basis							
Mean							

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					ispo	ispo		
BI_1. I participate at / visit trade fairs because they are a good place for lead generation: Now	449 25%	328 22%	246 38%	107 29%	234 23%	108 25%	382 29%	67 14%
Agree(=4)	721 40%	608 40%	254 39%	146 40%	393 39%	182 42%	510 38%	211 44%
3 (=3)	401 22%	340 23%	117 18%	71 20%	230 23%	100 23%	227 17%	174 36%
Disagree (=2)	118 6%	107 7%	23 4%	17 5%	74 7%	27 6%	91 7%	27 6%
Strongly disagree (=1)	128 7%	125 8%	9 1%	23 6%	84 8%	21 5%	122 9%	6 1%
Sum: Agree (=5+4)	1,170 64%	936 62%	500 77%	253 70%	627 62%	290 66%	892 67%	278 57%
Sum: Disagree (=2+1)	246 14%	232 15%	32 5%	40 11%	158 16%	48 11%	213 16%	33 7%
Basis	1,817	1,508	649	364	1,015	438	1,332	485
Mean	3.7	3.6	4.1	3.8	3.6	3.8	3.7	3.6

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					ispo	ispo		
BI_2. I participate at / visit trade fairs because they are a good place for lead generation: Expectation for the future	558 31%	429 29%	282 44%	131 36%	284 28%	143 33%	444 34%	114 23%
Agree(=4)	733 41%	611 41%	243 38%	133 37%	416 41%	184 43%	492 38%	241 49%
3 (=3)	287 16%	252 17%	75 12%	57 16%	168 17%	62 14%	180 14%	107 22%
Disagree (=2)	97 5%	83 6%	25 4%	21 6%	56 6%	20 5%	77 6%	20 4%

Strongly disagree (=1)	115	111	12	17	79	19	110	5
	6%	7%	2%	5%	8%	4%	8%	1%
Sum: Agree (=5+4)	1,291	1,040	525	264	700	327	936	355
	72%	70%	82%	74%	70%	76%	72%	73%
Sum: Disagree (=2+1)	212	194	37	38	135	39	187	25
	12%	13%	6%	11%	13%	9%	14%	5%
Basis	1,790	1,486	637	359	1,003	428	1,303	487
	3.9	3.8	4.2	3.9	3.8	4.0	3.8	3.9

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B1_3. I participate at / visit trade fairs because they are a good place for direct sales: Now.	105	78	56	10	55	40	77	28
	6%	5%	9%	3%	5%	9%	6%	6%
	312	243	128	49	148	115	216	96
	17%	16%	20%	14%	15%	26%	17%	20%
3 (=3)	563	480	182	122	308	133	419	144
	31%	32%	28%	34%	31%	31%	32%	30%
Disagree (=2)	485	400	185	102	290	93	344	141
	27%	27%	29%	29%	29%	21%	26%	29%
Strongly disagree (=1)	325	283	88	71	200	54	253	72
	18%	19%	14%	20%	20%	12%	19%	15%
Sum: Agree (=5+4)	417	321	184	59	203	155	293	124
	23%	22%	29%	17%	20%	36%	22%	26%
Sum: Disagree (=2+1)	810	683	273	173	490	147	597	213
	45%	46%	43%	49%	49%	34%	46%	44%
Basis	1,790	1,484	639	354	1,001	435	1,309	481
Mean	2.7	2.6	2.8	2.5	2.6	3.0	2.6	2.7

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?	Trade fair	Language
--	-------	--	------------	----------



	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
Strongly agree (=5)	128 9%	88 14%	26 7%	79 8%	71 17%	121 9%	55 12%
Agree(=4)	342 23%	173 27%	67 19%	219 22%	144 34%	289 22%	141 29%
3 (=3)	434 30%	161 25%	112 32%	292 29%	103 24%	373 29%	134 28%
Disagree (=2)	296 20%	126 20%	88 25%	212 21%	54 13%	271 21%	83 17%
Strongly disagree (=1)	264 18%	87 14%	60 17%	192 19%	50 12%	237 18%	65 14%
Sum: Agree (=5+4)	470 32%	261 41%	93 26%	298 30%	215 51%	410 32%	196 41%
Sum: Disagree (=2+1)	560 38%	213 34%	148 42%	404 41%	104 25%	508 39%	148 31%
Basis	1,464	635	353	994	422	1,291	478
Mean	2.8	3.1	2.7	2.8	3.3	2.8	3.1

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language	
	Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English
Total	341	192	73	237	119	102
Strongly agree (=5)	23%	30%	20%	23%	27%	21%
Agree(=4)	594	254	128	409	175	228
3 (=3)	39%	40%	35%	40%	40%	46%
Disagree (=2)	355	133	97	232	96	116
	24%	21%	27%	23%	22%	24%
Strongly disagree (=1)	128	43	38	87	26	36
	8%	7%	10%	9%	6%	7%
Sum: Agree (=5+4)	88	18	26	49	19	9
	6%	3%	7%	5%	4%	2%
Basis	935	446	201	646	294	330

	63%	62%	70%	56%	64%	68%	61%	67%
Sum: Disagree (=2+1)	245	216	61	64	136	45	200	45
Basis	14%	14%	10%	18%	13%	10%	15%	9%
Mean	1,811	1,506	640	362	1,014	435	1,320	491
	3.7	3.6	3.9	3.5	3.7	3.8	3.6	3.8

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
BI_6. I participate at / visit trade fairs because they are a good place for networking. Expectation for the future.	593	491	248	105	329	159	435	158
Strongly agree (=5)	33%	33%	39%	30%	33%	37%	33%	33%
Agree(=4)	680	550	248	126	383	171	466	214
3 (=3)	38%	37%	39%	36%	38%	40%	36%	44%
Disagree (=2)	327	278	95	73	194	60	244	83
Strongly disagree (=1)	18%	19%	15%	21%	19%	14%	19%	17%
	111	91	33	30	58	23	85	26
	6%	6%	5%	8%	6%	5%	7%	5%
	79	74	14	20	45	14	75	4
	4%	5%	2%	6%	4%	3%	6%	1%
Sum: Agree (=5+4)	1,273	1,041	496	231	712	330	901	372
Sum: Disagree (=2+1)	71%	70%	78%	65%	71%	77%	69%	77%
Mean	190	165	47	50	103	37	160	30
	11%	11%	7%	14%	10%	9%	12%	6%
	1,790	1,484	638	354	1,009	427	1,305	485
	3.9	3.9	4.1	3.8	3.9	4.0	3.8	4.0

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
BI_7. I participate at / visit trade fairs because they are a	218	187	70	36	120	62	135	83
Strongly agree (=5)	12%	12%	11%	10%	12%	14%	10%	17%

good place for collaboration. Agree(=4)	685	575	216	128	380	177	436	249
Now.	38%	38%	34%	36%	37%	40%	33%	50%
3 (=3)	620	506	250	116	365	139	485	135
Disagree (=2)	34%	34%	39%	32%	36%	32%	37%	27%
Strongly disagree (=1)	198	159	80	56	98	44	170	28
	11%	11%	12%	16%	10%	10%	13%	6%
	96	83	26	23	56	17	91	5
	5%	5%	4%	6%	5%	4%	7%	1%
Sum: Agree (=5+4)	903	762	286	164	500	239	571	332
Sum: Disagree (=2+1)	50%	50%	45%	46%	49%	54%	43%	66%
	294	242	106	79	154	61	261	33
	16%	16%	17%	22%	15%	14%	20%	7%
Basis	1,817	1,510	642	359	1,019	439	1,317	500
Mean	3.4	3.4	3.3	3.3	3.4	3.5	3.3	3.8

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B1.8. I participate at / visit trade fairs because they are a good place for collaboration. Expectation for the future.								
Strongly agree (=5)	358	309	118	60	193	105	216	142
	20%	21%	19%	17%	19%	25%	16%	29%
Agree(=4)	740	613	248	144	423	173	503	237
	41%	41%	39%	40%	42%	40%	38%	49%
3 (=3)	461	378	180	92	270	99	371	90
	26%	25%	28%	26%	27%	23%	28%	18%
Disagree (=2)	154	124	66	42	75	37	139	15
	9%	8%	10%	12%	7%	9%	11%	3%
Strongly disagree (=1)	89	75	25	22	53	14	85	4
	5%	5%	4%	6%	5%	3%	6%	1%
Sum: Agree (=5+4)	1,098	922	366	204	616	278	719	379
	61%	62%	57%	57%	61%	65%	55%	78%
Sum: Disagree (=2+1)	243	199	91	64	128	51	224	19
	13%	13%	14%	18%	13%	12%	17%	4%

Basis	1,802	1,499	637	360	1,014	428	1,314	488
Mean	3.6	3.6	3.6	3.5	3.6	3.7	3.5	4.0

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B2b 1. I rate the success of my trade fair attendance solely based on the order intake generated there. Now.	54	38	25	8	25	21	34	20
Strongly agree (=5)	3%	3%	4%	2%	2%	5%	3%	4%
Agree(=4)	231	175	103	37	122	72	142	89
3 (=3)	13%	12%	16%	11%	12%	16%	11%	18%
Disagree (=2)	487	409	183	88	273	126	323	164
	27%	27%	29%	25%	27%	28%	25%	34%
Strongly disagree (=1)	386	297	163	72	203	111	271	115
	21%	20%	25%	21%	20%	25%	21%	24%
Sum: Agree (=5+4)	640	569	168	146	378	116	546	94
	36%	38%	26%	42%	38%	26%	41%	20%
Sum: Disagree (=2+1)	285	213	128	45	147	93	176	109
	16%	14%	20%	13%	15%	21%	13%	23%
Mean	1,026	866	331	218	581	227	817	209
	57%	58%	52%	62%	58%	51%	62%	43%
	1,798	1,488	642	351	1,001	446	1,316	482
	2.3	2.2	2.5	2.1	2.2	2.5	2.1	2.6

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B2b 2. I rate the success of my trade fair attendance solely based on the order intake generated there. Expectation for the future.	115	83	54	17	50	48	65	50
Strongly agree (=5)	6%	6%	8%	5%	5%	11%	5%	10%
Agree(=4)	317	250	129	50	180	87	182	135
3 (=3)	17%	17%	20%	14%	18%	19%	14%	27%
	466	376	176	97	243	126	313	153

	26%	25%	27%	27%	24%	28%	24%	31%
Disagree (=2)	324	267	124	62	178	84	249	75
	18%	18%	19%	17%	18%	19%	19%	15%
Strongly disagree (=1)	595	530	163	135	356	104	512	83
	33%	35%	25%	37%	35%	23%	39%	17%
Sum: Agree (=5+4)	432	333	183	67	230	135	247	185
	24%	22%	28%	19%	23%	30%	19%	37%
Sum: Disagree (=2+1)	919	797	287	197	534	188	761	158
	51%	53%	44%	55%	53%	42%	58%	32%
Basis	1,817	1,506	646	361	1,007	449	1,321	496
Mean	2.5	2.4	2.7	2.3	2.4	2.8	2.3	3.0

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B2c 1. I spend a lot of time at trade fairs exchanging experiences and information. Now.	448	389	133	97	251	100	360	88
Strongly agree (=5)	24%	25%	21%	27%	24%	22%	27%	17%
Agree(=4)	861	707	321	163	476	222	651	210
	47%	46%	50%	45%	46%	49%	49%	42%
3 (=3)	396	324	148	79	219	98	254	142
	21%	21%	23%	22%	21%	22%	19%	28%
Disagree (=2)	115	90	38	22	62	31	59	56
	6%	6%	6%	6%	6%	7%	4%	11%
Strongly disagree (=1)	24	22	3	5	17	2	15	9
	1%	1%	0%	1%	2%	0%	1%	2%
Sum: Agree (=5+4)	1,309	1,096	454	260	727	322	1,011	298
	71%	72%	71%	71%	71%	71%	76%	59%
Sum: Disagree (=2+1)	139	112	41	27	79	33	74	65
	8%	7%	6%	7%	8%	7%	6%	13%
Basis	1,844	1,532	643	366	1,025	453	1,339	505
Mean	3.9	3.9	3.8	3.9	3.9	3.9	4.0	3.6

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					Electronica	Productronica		
B2c_2. I spend a lot of time at trade fairs exchanging experiences and information. Expectation for the future.	583 32%	506 33%	184 29%	124 34%	317 31%	142 31%	457 34%	126 25%
Agree(=4)	847 46%	697 46%	305 48%	161 44%	476 47%	210 46%	624 47%	223 44%
3 (=3)	311 17%	243 16%	132 21%	61 17%	164 16%	86 19%	195 15%	116 23%
Disagree (=2)	72 4%	63 4%	17 3%	15 4%	41 4%	16 4%	42 3%	30 6%
Strongly disagree (=1)	23 1%	19 1%	4 1%	5 1%	17 2%	1 0%	15 1%	8 2%
Sum: Agree (=5+4)	1,430 78%	1,203 79%	489 76%	285 78%	793 78%	352 77%	1,081 81%	349 69%
Sum: Disagree (=2+1)	95 5%	82 5%	21 3%	20 5%	58 6%	17 4%	57 4%	38 8%
Basis	1,836	1,528	642	366	1,015	455	1,333	503
Mean	4.0	4.1	4.0	4.0	4.0	4.0	4.1	3.9

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					Electronica	Productronica		
B2d_1. The knowledge gained at trade fairs helps to improve my company's success. Now.	371 20%	330 21%	112 17%	72 19%	198 19%	101 22%	265 20%	106 21%
Agree(=4)	912 49%	751 49%	321 49%	179 48%	506 49%	227 50%	665 50%	247 49%
3 (=3)	463 25%	380 25%	169 26%	101 27%	258 25%	104 23%	335 25%	128 25%
Disagree (=2)	78 4%	56 4%	38 6%	12 3%	48 5%	18 4%	58 4%	20 4%

Basis	Strongly disagree (=1)		18		9		6		14		2		3	
		22 1%	1,081 70%	1,081 70%	433 67%	47 7%	18 5%	251 68%	704 69%	328 73%	930 69%	353 70%	19 1%	3 1%
Sum: Agree (=5+4)		1,283	70%	1,081	433	74	1,081	704	328	930	353	19	3	
Sum: Disagree (=2+1)		100	5%	74	47	18	100	62	20	77	23	19	3	
Mean		1,846	3.8	1,535	649	370	1,846	1,024	452	1,342	504	3.8	3.9	
		3.8		3.9	3.8		3.8	3.8	3.9	3.8		3.8	3.9	

All respondents / Basis = persons answering

B2d 2. The knowledge gained at trade fairs helps to improve my company's success. Expectation for the future.	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English	
Strongly agree (=5)	570 31%	498 33%	182 28%	108 29%	312 31%	150 33%	401 30%	169 33%
Agree(=4)	913 50%	748 49%	327 50%	189 51%	495 49%	229 51%	650 49%	263 52%
3 (=3)	282 15%	228 15%	102 16%	61 16%	163 16%	58 13%	218 16%	64 13%
Disagree (=2)	54 3%	40 3%	26 4%	8 2%	31 3%	15 3%	43 3%	11 2%
Strongly disagree (=1)	21 1%	16 1%	11 2%	5 1%	16 2%	1 0%	20 2%	1 0%
Sum: Agree (=5+4)	1,483 81%	1,246 81%	509 79%	297 80%	807 79%	379 84%	1,051 79%	432 85%
Sum: Disagree (=2+1)	75 4%	56 4%	37 6%	13 4%	47 5%	15 3%	63 5%	12 2%
Basis	1,840	1,530	648	371	1,017	452	1,332	508
Mean	4.1	4.1	4.0	4.0	4.0	4.1	4.0	4.2

All respondents / Basis = persons answering

Total	A2. Are you attending as a visitor or/and as an exhibitor?	Trade fair	Language

	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B3_1. I regularly participate in knowledge sharing activities at trade fairs.	89 6%	38 6%	21 6%	55 5%	32 7%	78 6%	30 6%
Strongly agree (=5)	321 21%	137 21%	76 21%	222 21%	87 19%	236 17%	149 29%
Agree(=4)	601 33%	202 31%	113 31%	352 34%	136 30%	411 30%	190 37%
3 (=3)	451 24%	151 23%	93 25%	250 24%	108 24%	357 26%	94 19%
Disagree (=2)	311 17%	120 19%	63 17%	160 15%	88 20%	267 20%	44 9%
Strongly disagree (=1)	493 27%	175 27%	97 27%	277 27%	119 26%	314 23%	179 35%
Sum: Agree (=5+4)	762 41%	271 42%	156 43%	410 39%	196 43%	624 46%	138 27%
Sum: Disagree (=2+1)	1,856 2.7	648 2.7	366 2.7	1,039 2.8	451 2.7	1,349 2.6	507 3.1
Basis							
Mean							

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair			
	Total	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B3_2. I would prefer having easier access to knowledge sharing activities in the future.	321 17%	283 18%	100 15%	60 16%	178 17%	83 18%	224 17%	97 19%
Strongly agree (=5)	711 38%	599 39%	234 36%	138 37%	420 41%	153 34%	484 36%	227 45%
Agree(=4)	506 27%	407 26%	192 30%	112 30%	267 26%	127 28%	370 28%	136 27%
3 (=3)	190 10%	151 10%	77 12%	38 10%	96 9%	56 12%	157 12%	33 6%
Disagree (=2)	121 7%	100 6%	44 7%	22 6%	68 7%	31 7%	106 8%	15 3%
Strongly disagree (=1)	1,032 1,032	882 882	334 334	198 198	598 598	236 236	708 708	324 324
Sum: Agree (=5+4)								



	56%	57%	52%	54%	58%	52%	53%	64%
Sum: Disagree (=2+1)	311	251	121	60	164	87	263	48
	17%	16%	19%	16%	16%	19%	20%	9%
1,849	1,540	647	370	1,029	450	508	1,341	508
Mean	3.5	3.5	3.4	3.5	3.5	3.4	3.4	3.7

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B4_1. I agree that a major part of my time at trade fairs is spent on networking activities. Now.	186	158	70	37	105	44	134	52
Strongly agree (=5)	10%	10%	11%	10%	10%	10%	10%	10%
Agree(=4)	639	535	245	107	358	174	442	197
3 (=3)	35%	35%	38%	30%	35%	39%	33%	39%
Disagree (=2)	585	472	207	117	331	137	419	166
Strongly disagree (=1)	32%	31%	32%	32%	32%	30%	31%	33%
Sum: Agree (=5+4)	291	242	89	70	158	63	215	76
Sum: Disagree (=2+1)	16%	16%	14%	19%	15%	14%	16%	15%
Mean	148	130	38	31	84	33	132	16
	8%	8%	6%	9%	8%	7%	10%	3%
	825	693	315	144	463	218	576	249
	45%	45%	49%	40%	45%	48%	43%	49%
	439	372	127	101	242	96	347	92
	24%	24%	20%	28%	23%	21%	26%	18%
	1,849	1,537	649	362	1,036	451	1,342	507
	3.2	3.2	3.3	3.1	3.2	3.3	3.2	3.4

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B4_2. I agree that a major part of my time at trade fairs	325	274	132	64	171	90	235	90
Strongly agree (=5)	18%	18%	20%	18%	17%	20%	18%	18%

is spent on networking activities. Expectation for the future.	746		612		276		131		419		196		515		231	
	41%	44%	40%	368	43%	142	36%	95	41%	251	44%	97	39%	321	46%	122
3 (=3)	24%	195	24%	161	22%	64	26%	43	24%	112	22%	40	24%	147	24%	48
Disagree (=2)	11%	124	11%	107	10%	33	12%	26	11%	72	9%	26	11%	112	10%	12
Strongly disagree (=1)	7%	58	7%	886	5%	97	7%	6	7%	590	6%	6	8%	750	2%	321
Sum: Agree (=5+4)	1,071	319	58%	268	63%	408	54%	69	58%	184	64%	66	56%	259	64%	60
Sum: Disagree (=2+1)	17%	1,833	18%	1,522	15%	647	19%	359	18%	1,025	15%	449	19%	1,330	12%	503
Basis	3.5	3.5	3.5	3.5	3.6	3.5	3.5	3.5	3.5	3.5	3.6	3.5	3.5	3.5	3.7	3.7
Mean	3.5	3.5	3.5	3.5	3.6	3.5	3.5	3.5	3.5	3.5	3.6	3.5	3.5	3.5	3.7	3.7

All respondents / Basis = persons answering

B5. I often contact my acquaintances from trade fairs, even after the show, to discuss business matters. Now.	Total	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair				Language						
		Visitor		Exhibitor		Automatica		Electronica / Productronica		ispo		German		English		
Strongly agree (=5)	298	243	134	50	155	93	230	68	16%	21%	14%	17%	14%	21%	14%	14%
Agree(=4)	787	648	295	147	434	206	563	224	42%	46%	42%	42%	45%	46%	45%	45%
3 (=3)	503	427	152	108	291	104	360	143	503	291	104	360	143	291	104	143
Disagree (=2)	27%	28%	23%	29%	28%	23%	27%	29%	27%	28%	23%	27%	29%	27%	29%	29%
Strongly disagree (=1)	179	147	52	39	109	31	130	49	179	109	31	130	49	109	31	49
Sum: Agree (=5+4)	1,085	891	429	197	589	299	793	292	86	47	15	69	17	5%	3%	3%
Sum: Disagree (=2+1)	59%	58%	66%	54%	57%	67%	59%	58%	1,085	589	299	793	292	59%	58%	58%
	265	225	69	63	156	46	199	66	265	156	46	199	66	265	46	66
	14%	15%	11%	17%	14%	10%	15%	13%	14%	15%	10%	15%	13%	14%	10%	13%

Basis	1,853	1,543	650	368	1,036	449	1,352	501
Mean	3.6	3.5	3.7	3.4	3.5	3.7	3.6	3.6

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English	
B5_2. I often contact my acquaintances from trade fairs, even after the show, to discuss business matters. Expectation for the future.	400	324	186	69	210	121	297	103	
	22%	21%	29%	19%	20%	27%	22%	21%	
Agree(=4)	871	724	301	160	496	215	621	250	
	47%	47%	46%	44%	48%	48%	46%	50%	
3 (=3)	375	314	114	91	203	81	264	111	
	20%	21%	18%	25%	20%	18%	20%	22%	
Disagree (=2)	125	106	32	27	78	20	100	25	
	7%	7%	5%	7%	8%	4%	7%	5%	
Strongly disagree (=1)	68	61	15	17	40	11	56	12	
	4%	4%	2%	5%	4%	2%	4%	2%	
Sum: Agree (=5+4)	1,271	1,048	487	229	706	336	918	353	
	69%	69%	75%	63%	69%	75%	69%	70%	
Sum: Disagree (=2+1)	193	167	47	44	118	31	156	37	
	10%	11%	7%	12%	11%	7%	12%	7%	
Basis	1,839	1,529	648	364	1,027	448	1,338	501	
Mean	3.8	3.7	3.9	3.7	3.7	3.9	3.7	3.8	

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English	
B6_1. We deal in products. Now.	422	319	224	81	203	138	361	61	
Strongly agree (=5)	24%	21%	35%	23%	20%	31%	28%	12%	
Agree(=4)	612	501	251	113	320	179	416	196	
	34%	34%	39%	32%	32%	41%	32%	40%	
3 (=3)	425	362	110	77	264	84	246	179	

	24%	24%	17%	22%	26%	19%	19%	36%
Disagree (=2)	169	150	30	33	111	25	128	41
Strongly disagree (=1)	167	155	29	45	108	14	150	17
Sum: Agree (=5+4)	1,034	820	475	194	523	317	777	257
Sum: Disagree (=2+1)	336	305	59	78	52%	39	278	58
	19%	21%	9%	22%	22%	9%	21%	12%
Basis	1,795	1,487	644	349	1,006	440	1,301	494
Mean	3.5	3.5	3.9	3.4	3.4	3.9	3.5	3.5

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B6 2. We deal in products. Expectation for the future.	509	387	260	92	250	167	412	97
Strongly agree (=5)	29%	26%	41%	27%	25%	39%	32%	20%
Agree(=4)	650	538	241	121	349	180	417	233
3 (=3)	37%	37%	38%	35%	35%	42%	32%	48%
Disagree (=2)	324	279	84	64	203	57	209	115
Strongly disagree (=1)	18%	19%	13%	19%	20%	13%	16%	24%
	133	123	20	27	91	15	102	31
	8%	8%	3%	8%	9%	3%	8%	6%
Sum: Agree (=5+4)	1,159	925	501	213	599	347	829	330
Sum: Disagree (=2+1)	65%	63%	79%	62%	60%	80%	65%	68%
	289	267	48	68	192	29	246	43
	16%	18%	8%	20%	19%	7%	19%	9%
Basis	1,772	1,471	633	345	994	433	1,284	488
Mean	3.7	3.6	4.1	3.6	3.6	4.1	3.7	3.8

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B6_3. We share knowledge. Now.	295	249	120	64	164	67	248	47
	16%	17%	19%	18%	16%	15%	19%	10%
Strongly agree (=5)	875	738	311	180	493	202	654	221
Agree(=4)	48%	49%	49%	50%	49%	46%	49%	45%
3 (=3)	523	420	177	96	287	140	342	181
	29%	28%	28%	27%	28%	32%	26%	37%
Disagree (=2)	89	73	29	14	49	26	55	34
	5%	5%	5%	4%	5%	6%	4%	7%
Strongly disagree (=1)	29	27	4	5	18	6	24	5
	2%	2%	1%	1%	2%	1%	2%	1%
Sum: Agree (=5+4)	1,170	987	431	244	657	269	902	268
	65%	65%	67%	68%	65%	61%	68%	55%
Sum: Disagree (=2+1)	118	100	33	19	67	32	79	39
	7%	7%	5%	5%	7%	7%	6%	8%
Basis	1,811	1,507	641	359	1,011	441	1,323	488
Mean	3.7	3.7	3.8	3.8	3.7	3.7	3.8	3.6

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B6_4. We share knowledge. Expectation for the future.	471	404	181	93	262	116	372	99
	26%	27%	29%	26%	26%	27%	28%	21%
Strongly agree (=5)	868	716	311	178	489	201	620	248
Agree(=4)	49%	48%	49%	50%	49%	47%	47%	52%
3 (=3)	357	290	118	69	199	89	250	107
	20%	20%	19%	19%	20%	21%	19%	22%
Disagree (=2)	65	54	19	10	35	20	42	23
	4%	4%	3%	3%	4%	5%	3%	5%

Strongly disagree (=1)	24	23	4	4	15	5	22	2
	1%	2%	1%	1%	2%	1%	2%	0%
Sum: Agree (=5+4)	1,339	1,120	492	271	751	317	992	347
	75%	75%	78%	77%	75%	74%	76%	72%
Sum: Disagree (=2+1)	89	77	23	14	50	25	64	25
	5%	5%	4%	4%	5%	6%	5%	5%
Basis	1,785	1,487	633	354	1,000	431	1,306	479
	4.0	4.0	4.0	4.0	3.9	3.9	4.0	3.9

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English	
B6 5. We collaborate on projects. Now.	181	154	72	42	99	40	144	37
Strongly agree (=5)	10%	10%	11%	12%	10%	9%	11%	8%
Agree(=4)	606	509	232	129	342	135	432	174
3 (=3)	34%	34%	36%	36%	34%	31%	33%	36%
Disagree (=2)	612	503	209	126	349	137	429	183
Strongly disagree (=1)	34%	34%	33%	35%	35%	32%	33%	38%
Sum: Agree (=5+4)	279	224	97	43	146	90	203	76
Sum: Disagree (=2+1)	16%	15%	15%	12%	14%	21%	16%	16%
Mean	118	102	32	15	74	29	101	17
Basis	7%	7%	5%	4%	7%	7%	8%	3%
	787	663	304	171	441	175	576	211
	44%	44%	47%	48%	44%	41%	44%	43%
	397	326	129	58	220	119	304	93
	22%	22%	20%	16%	22%	28%	23%	19%
	1,796	1,492	642	355	1,010	431	1,309	487
	3.3	3.3	3.3	3.4	3.2	3.2	3.2	3.3

All respondents / Basis = persons answering

Total		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		

	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B6.6. We collaborate on projects. Expectation for the future.	358 20%	149 23%	76 22%	195 19%	87 20%	262 20%	96 20%
Strongly agree (=5)	724 41%	256 40%	146 41%	406 41%	172 40%	506 39%	218 45%
Agree(=4)	417 23%	136 21%	85 24%	245 24%	87 20%	305 23%	112 23%
3 (=3)	191 11%	71 11%	30 9%	100 10%	61 14%	139 11%	52 11%
Disagree (=2)	93 5%	25 4%	15 4%	55 5%	23 5%	87 7%	6 1%
Strongly disagree (=1)	1,082 61%	405 64%	222 63%	601 60%	259 60%	768 59%	314 65%
Sum: Agree (=5+4)	284 16%	96 15%	45 13%	155 15%	84 20%	226 17%	58 12%
Sum: Disagree (=2+1)	1,783 3.6	637 3.7	352 3.7	1,001 3.6	430 3.6	1,299 3.6	484 3.7
Basis							
Mean							

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
Total	834 53%	359 56%	200 54%	554 53%	230 51%	771 57%	213 42%
B7. I prefer direct personal interaction at trade fairs to virtual interaction using new media and online social networks.	610 33%	203 32%	120 32%	332 32%	158 35%	402 30%	208 41%
Strongly agree (=5)	196 11%	62 10%	40 11%	113 11%	43 10%	134 10%	62 12%
3 (=3)	48 3%	14 2%	10 3%	28 3%	10 2%	30 2%	18 4%
Disagree (=2)	19 1%	6 1%	2 1%	9 1%	8 2%	12 1%	7 1%
Strongly disagree (=1)	1,594 3.6	562 3.7	320 3.7	886 3.6	388 3.6	1,173 3.6	421 3.7
Sum: Agree (=5+4)							

	86%	87%	86%	86%	87%	86%	86%	87%	86%	83%
Sum: Disagree (=2+1)	67	57	12	37	18	42	25	83%		
Basis	4%	4%	3%	4%	4%	3%	5%			
Mean	1,857	1,549	372	1,036	449	1,349	508			
	4.3	4.3	4.4	4.3	4.3	4.4	4.2			

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B8_1. I think that trade fairs as a gathering hub for industry professionals are a very good place for relationship building. Now.	667	560	251	146	356	165	508	159
Strongly agree (=5)	36%	37%	39%	39%	35%	37%	38%	32%
Agree(=4)	860	711	290	163	483	214	627	233
3 (=3)	47%	46%	45%	44%	47%	48%	47%	47%
Disagree (=2)	256	212	86	51	151	54	168	88
Strongly disagree (=1)	14%	14%	13%	14%	15%	12%	12%	18%
	51	42	18	8	30	13	35	16
	3%	3%	3%	2%	3%	3%	3%	3%
	11	9	6	2	7	2	8	3
	1%	1%	1%	1%	1%	0%	1%	1%
Sum: Agree (=5+4)	1,527	1,271	541	309	839	379	1,135	392
Sum: Disagree (=2+1)	83%	83%	83%	84%	82%	85%	84%	79%
Mean	62	51	24	10	37	15	43	19
	3%	3%	4%	3%	4%	3%	3%	4%
	1,845	1,534	651	370	1,027	448	1,346	499
	4.1	4.2	4.2	4.2	4.1	4.2	4.2	4.1

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B8_2. I think that trade fairs as a gathering hub for indus-	794	666	297	161	430	203	588	206
Strongly agree (=5)	43%	44%	46%	44%	42%	45%	44%	42%



try professionals are a very good place for relationship building. Expectation for the future.	811 44%	670 44%	274 42%	155 42%	461 45%	195 44%	582 43%	229 46%
3 (=3)	170 9%	141 9%	52 8%	40 11%	92 9%	38 8%	128 10%	42 9%
Disagree (=2)	40 2%	33 2%	15 2%	8 2%	22 2%	10 2%	25 2%	15 3%
Strongly disagree (=1)	17 1%	11 1%	11 2%	2 1%	13 1%	2 0%	15 1%	2 0%
Sum: Agree (=5+4)	1,605 88%	1,336 88%	571 88%	316 86%	891 88%	398 89%	1,170 87%	435 88%
Sum: Disagree (=2+1)	57 3%	44 3%	26 4%	10 3%	35 3%	12 3%	40 3%	17 3%
Basis	1,832	1,521	649	366	1,018	448	1,338	494
Mean	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English	
B9 1. I think of collaboration as the main contributor to developing innovation. Now.	362 20%	317 21%	110 17%	86 23%	190 19%	86 19%	273 20%	89 18%
Strongly agree (=5)	889 48%	738 48%	318 49%	168 46%	507 50%	214 48%	635 47%	254 51%
Agree(=4)	477 26%	388 25%	169 26%	88 24%	275 27%	114 26%	345 26%	132 27%
3 (=3)	82 4%	62 4%	41 6%	20 5%	35 3%	27 6%	64 5%	18 4%
Disagree (=2)	24 1%	18 1%	10 2%	5 1%	14 1%	5 1%	21 2%	3 1%
Strongly disagree (=1)	1,251 68%	1,055 69%	428 66%	254 69%	697 68%	300 67%	908 68%	343 69%
Sum: Agree (=5+4)	106 6%	80 5%	51 8%	25 7%	49 5%	32 7%	85 6%	21 4%
Sum: Disagree (=2+1)								

Basis	1,834	1,523	648	367	1,021	446	1,338	496
Mean	3.8	3.8	3.7	3.8	3.8	3.8	3.8	3.8

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English	
B9_2. I think of collaboration as the main contributor to developing innovation. Expectation for the future.	600	524	198	132	332	136	445	155	
	33%	35%	31%	36%	33%	31%	33%	32%	
Agree(=4)	803	655	284	152	455	196	578	225	
	44%	43%	44%	41%	45%	44%	43%	46%	
3 (=3)	343	281	121	66	189	88	243	100	
	19%	19%	19%	18%	19%	20%	18%	20%	
Disagree (=2)	61	43	35	14	26	21	50	11	
	3%	3%	5%	4%	3%	5%	4%	2%	
Strongly disagree (=1)	18	14	7	4	11	3	17	1	
	1%	1%	1%	1%	1%	1%	1%	0%	
Sum: Agree (=5+4)	1,403	1,179	482	284	787	332	1,023	380	
	77%	78%	75%	77%	78%	75%	77%	77%	
Sum: Disagree (=2+1)	79	57	42	18	37	24	67	12	
	4%	4%	7%	5%	4%	5%	5%	2%	
Basis	1,825	1,517	645	368	1,013	444	1,333	492	
Mean	4.0	4.1	4.0	4.1	4.1	4.0	4.0	4.1	

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English	
B11_1. I think that trade fairs are important for building up and managing brands. Now.	403	314	178	76	204	123	302	101	
	22%	21%	28%	21%	20%	27%	23%	20%	
Agree(=4)	807	675	279	168	438	201	577	230	
	44%	44%	43%	46%	43%	45%	43%	46%	
3 (=3)	495	424	151	97	297	101	360	135	

Basis	Disagree (=2)	27%	28%	23%	27%	29%	22%	27%	27%
		102	87	29	16	67	19	73	29
		6%	6%	4%	4%	7%	4%	5%	6%
	Strongly disagree (=1)	28	25	8	5	18	5	24	4
		2%	2%	1%	1%	2%	1%	2%	1%
	Sum: Agree (=5+4)	1,210	989	457	244	642	324	879	331
		66%	65%	71%	67%	63%	72%	66%	66%
	Sum: Disagree (=2+1)	130	112	37	21	85	24	97	33
		7%	7%	6%	6%	8%	5%	7%	7%
	Mean	1,835	1,525	645	362	1,024	449	1,336	499
	3.8	3.8	3.9	3.8	3.7	3.9	3.8	3.8	

All respondents / Basis = persons answering

Basis	Total	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair			Language	
		Visitor		Exhibitor		Automatica	Electronica / Productronica	ispo	German	English
B11 2. I think that trade fairs are important for building up and managing brands. Expectation for the future.	507	402	218	96	253	158	373	134		
	28%	27%	34%	26%	25%	35%	28%	27%		
	768	644	253	169	422	177	547	221		
	42%	43%	39%	47%	42%	39%	41%	45%		
	410	354	127	75	248	87	300	110		
	22%	23%	20%	21%	25%	19%	23%	22%		
	107	91	35	19	68	20	79	28		
	6%	6%	5%	5%	7%	4%	6%	6%		
	32	24	13	4	21	7	29	3		
	2%	2%	2%	1%	2%	2%	2%	1%		
1,275	1,046	471	265	675	335	920	355			
70%	69%	73%	73%	67%	75%	69%	72%			
139	115	48	23	89	27	108	31			
8%	8%	7%	6%	9%	6%	8%	6%			
1,824	1,515	646	363	1,012	449	1,328	496			
Mean	3.9	3.9	4.0	3.9	3.8	4.0	3.9	3.9		

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B12_1. I think that trade fairs allow my company to enter into new markets. Now.	369 20%	287 19%	167 26%	92 25%	172 17%	105 24%	290 22%	79 16%
Agree(=4)	744 40%	625 41%	268 41%	145 40%	412 40%	187 42%	548 41%	196 39%
3 (=3)	541 29%	462 30%	163 25%	101 28%	335 32%	105 24%	385 29%	156 31%
Disagree (=2)	157 9%	129 8%	44 7%	26 7%	92 9%	39 9%	101 8%	56 11%
Strongly disagree (=1)	30 2%	26 2%	8 1%	2 1%	21 2%	7 2%	16 1%	14 3%
Sum: Agree (=5+4)	1,113 60%	912 60%	435 67%	237 65%	584 57%	292 66%	838 63%	275 55%
Sum: Disagree (=2+1)	187 10%	155 10%	52 8%	28 8%	113 11%	46 10%	117 9%	70 14%
Basis	1,841	1,529	650	366	1,032	443	1,340	501
Mean	3.7	3.7	3.8	3.8	3.6	3.8	3.7	3.5

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
B12_2. I think that trade fairs allow my company to enter into new markets. Expectation for the future.	511 28%	413 27%	211 33%	121 33%	246 24%	144 32%	375 28%	136 27%
Agree(=4)	759 41%	633 42%	274 42%	144 40%	429 42%	186 42%	548 41%	211 42%
3 (=3)	390 21%	332 22%	109 17%	71 20%	244 24%	75 17%	292 22%	98 20%
Disagree (=2)	136 7%	114 8%	44 7%	27 7%	75 7%	34 8%	93 7%	43 9%

	Strongly disagree (=1)		Sum: Agree (=5+4)		Sum: Disagree (=2+1)		Mean	
	34	26	11	1	25	8	24	10
	2%	2%	2%	0%	2%	2%	2%	2%
	1,270	1,046	485	265	675	330	923	347
	69%	69%	75%	73%	66%	74%	69%	70%
	170	140	55	28	100	42	117	53
	9%	9%	8%	8%	10%	9%	9%	11%
Basis	1,830	1,518	649	364	1,019	447	1,332	498
	3.9	3.9	4.0	4.0	3.8	3.9	3.9	3.8

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
		Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English	
B13 1. I think that this trade fair environment can generate innovation for the market as a whole. Now.	282	235	92	64	146	72	212	70
	15%	15%	14%	17%	14%	16%	16%	14%
	705	588	233	145	367	193	474	231
	38%	38%	36%	39%	36%	43%	35%	46%
3 (=3)	645	549	236	118	391	136	481	164
	35%	36%	36%	32%	38%	30%	36%	33%
Disagree (=2)	186	139	77	37	106	43	150	36
	10%	9%	12%	10%	10%	10%	11%	7%
Strongly disagree (=1)	33	26	14	6	21	6	30	3
	2%	2%	2%	2%	2%	1%	2%	1%
	987	823	325	209	513	265	686	301
	53%	54%	50%	56%	50%	59%	51%	60%
Sum: Agree (=5+4)	219	165	91	43	127	49	180	39
	12%	11%	14%	12%	12%	11%	13%	8%
Sum: Disagree (=2+1)	1,851	1,537	652	370	1,031	450	1,347	504
Basis	3.5	3.6	3.5	3.6	3.5	3.6	3.5	3.7

All respondents / Basis = persons answering

Total	A2. Are you attending as a visitor or/and as an exhibitor?	Trade fair	Language

	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
B13.2. I think that this trade fair environment can generate innovation for the market as a whole. Expectation for the future.	404 22%	124 19%	95 26%	203 20%	106 24%	299 22%	105 21%
Strongly agree (=5)	763 42%	260 40%	148 41%	420 41%	195 44%	518 39%	245 49%
3 (=3)	466 26%	174 27%	80 22%	285 28%	101 23%	345 26%	121 24%
Disagree (=2)	153 8%	65 10%	34 9%	85 8%	34 8%	131 10%	22 4%
Strongly disagree (=1)	39 2%	21 3%	7 2%	25 2%	7 2%	37 3%	2 0%
Sum: Agree (=5+4)	1,167 64%	384 60%	243 67%	623 61%	301 68%	817 61%	350 71%
Sum: Disagree (=2+1)	192 11%	86 13%	41 11%	110 11%	41 9%	168 13%	24 5%
Basis	1,825	644	364	1,018	443	1,330	495
Mean	3.7	3.8	3.8	3.7	3.8	3.7	3.9

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
C1. I actively manage my network of business contacts.	Total	248 13%	45 12%	133 13%	70 15%	174 13%	74 15%
Strongly agree (=5)		702 38%	119 32%	388 37%	195 43%	464 34%	238 47%
3 (=3)		578 31%	127 35%	317 31%	134 29%	424 31%	154 30%
Disagree (=2)		218 12%	55 15%	124 12%	39 9%	178 13%	40 8%
Strongly disagree (=1)		112 6%	22 6%	73 7%	17 4%	109 8%	3 1%
Sum: Agree (=5+4)		778	164	521	265	638	312

	51%	50%	59%	45%	50%	58%	47%	61%
Sum: Disagree (=2+1)	330	299	69	77	197	56	287	43
	18%	19%	11%	21%	19%	12%	21%	8%
Basis	1,858	1,545	654	368	1,035	455	1,349	509
Mean	3.4	3.4	3.6	3.3	3.4	3.6	3.3	3.7

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
C2_1. I prefer to communicate face to face.	772	646	296	148	427	197	572	200
Strongly agree (=5)	42%	42%	46%	41%	42%	44%	43%	40%
Agree(=4)	788	650	269	171	432	185	571	217
3 (=3)	43%	43%	42%	47%	42%	41%	43%	43%
Disagree (=2)	214	183	58	38	125	51	147	67
	12%	12%	9%	10%	12%	11%	11%	13%
Strongly disagree (=1)	47	39	16	5	29	13	33	14
	3%	3%	2%	1%	3%	3%	2%	3%
	6	3	3	1	5		5	1
	0%	0%	0%	0%	0%		0%	0%
Sum: Agree (=5+4)	1,560	1,296	565	319	859	382	1,143	417
	85%	85%	88%	88%	84%	86%	86%	84%
Sum: Disagree (=2+1)	53	42	19	6	34	13	38	15
	3%	3%	3%	2%	3%	3%	3%	3%
Basis	1,827	1,521	642	363	1,018	446	1,328	499
Mean	4.2	4.2	4.3	4.3	4.2	4.3	4.3	4.2

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
C2_2. I prefer to communicate by phone.	383	316	161	74	224	85	327	56
Strongly agree (=5)	21%	21%	25%	21%	22%	19%	25%	12%

Agree(=4)	955	797	336	196	533	226	719	236
	53%	53%	52%	54%	53%	51%	54%	49%
3 (=3)	375	306	121	70	207	98	232	143
	21%	20%	19%	19%	20%	22%	17%	29%
Disagree (=2)	85	75	22	18	44	23	42	43
	5%	5%	3%	5%	4%	5%	3%	9%
Strongly disagree (=1)	17	16	2	2	7	8	9	8
	1%	1%	0%	1%	1%	2%	1%	2%
Sum: Agree (=5+4)	1,338	1,113	497	270	757	311	1,046	292
	74%	74%	77%	75%	75%	71%	79%	60%
Sum: Disagree (=2+1)	102	91	24	20	51	31	51	51
	6%	6%	4%	6%	5%	7%	4%	10%
Mean	3.9	3.9	4.0	3.9	3.9	3.8	4.0	3.6
Basis	1,815	1,510	642	360	1,015	440	1,329	486

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language		
	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English	
	Total							
C2_3_1 prefer to communicate via email.	589	487	224	96	320	173	425	164
Strongly agree (=5)	32%	32%	35%	27%	31%	38%	32%	32%
Agree(=4)	866	721	291	180	496	190	628	238
	47%	47%	45%	50%	48%	42%	47%	47%
3 (=3)	343	286	121	74	193	76	246	97
	19%	19%	19%	21%	19%	17%	18%	19%
Disagree (=2)	30	26	9	8	13	9	22	8
	2%	2%	1%	2%	1%	2%	2%	2%
Strongly disagree (=1)	11	10	2	2	6	3	10	1
	1%	1%	0%	1%	1%	1%	1%	0%
Sum: Agree (=5+4)	1,455	1,208	515	276	816	363	1,053	402
	79%	79%	80%	77%	79%	80%	79%	79%
Sum: Disagree (=2+1)	41	36	11	10	19	12	32	9
	2%	2%	2%	3%	2%	3%	2%	2%



Basis	1,839	1,530	647	360	1,028	451	1,331	508
Mean	4.1	4.1	4.1	4.0	4.1	4.2	4.1	4.1

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
C2_4. I prefer to communicate through online social networks.	56	47	22	8	19	29	41	15
	3%	3%	4%	2%	2%	7%	3%	3%
Agree(=4)	143	110	59	23	70	50	79	64
	8%	8%	10%	7%	7%	12%	6%	14%
3 (=3)	279	227	107	42	153	84	172	107
	16%	16%	17%	12%	16%	20%	14%	23%
Disagree (=2)	442	345	177	92	229	121	290	152
	26%	24%	29%	27%	24%	29%	23%	32%
Strongly disagree (=1)	805	704	248	177	497	131	675	130
	47%	49%	40%	52%	51%	32%	54%	28%
Sum: Agree (=5+4)	199	157	81	31	89	79	120	79
	12%	11%	13%	9%	9%	19%	10%	17%
Sum: Disagree (=2+1)	1,247	1,049	425	269	726	252	965	282
	72%	73%	69%	79%	75%	61%	77%	60%
Basis	1,725	1,433	613	342	968	415	1,257	468
Mean	2.0	1.9	2.1	1.8	1.8	2.3	1.8	2.3

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
C2_5. I prefer to communicate through direct mail	48	39	18	8	18	22	18	30
	3%	3%	3%	2%	2%	5%	1%	6%
Agree(=4)	133	103	50	13	74	46	52	81
	8%	7%	8%	4%	8%	11%	4%	17%
3 (=3)	273	213	110	51	146	76	172	101

Disagree (=2)	16%	15%	18%	15%	15%	18%	14%	21%
	509	423	190	116	288	105	387	122
Strongly disagree (=1)	29%	29%	31%	34%	30%	25%	31%	26%
	774	663	250	154	447	173	630	144
Sum: Agree (=5+4)	45%	46%	40%	45%	46%	41%	50%	30%
	181	142	68	21	92	68	70	111
Sum: Disagree (=2+1)	10%	10%	11%	6%	9%	16%	6%	23%
	1,283	1,086	440	270	735	278	1,017	266
Basis	74%	75%	71%	79%	76%	66%	81%	56%
	1,737	1,441	618	342	973	422	1,259	478
Mean	1.9	1.9	2.0	1.8	1.9	2.1	1.8	2.4

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English		
C3. I. I communicate mostly with customers.	655	507	338	108	330	217	472	183		
	36%	34%	53%	30%	33%	49%	36%	37%		
Strongly agree (=5)	514	416	179	105	277	132	332	182		
	29%	28%	28%	29%	28%	30%	25%	37%		
3 (=3)	264	227	82	58	154	52	196	68		
	15%	15%	13%	16%	15%	12%	15%	14%		
Disagree (=2)	200	183	34	47	123	30	154	46		
	11%	12%	5%	13%	12%	7%	12%	9%		
Strongly disagree (=1)	168	163	8	40	119	9	150	18		
	9%	11%	1%	11%	12%	2%	12%	4%		
Sum: Agree (=5+4)	1,169	923	517	213	607	349	804	365		
	65%	62%	81%	59%	61%	79%	62%	73%		
Sum: Disagree (=2+1)	368	346	42	87	242	39	304	64		
	20%	23%	7%	24%	24%	9%	23%	13%		
Basis	1,801	1,496	641	358	1,003	440	1,304	497		
	3.7	3.6	4.3	3.5	3.6	4.2	3.6	3.9		

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
C3_2. I communicate mostly with collaborators.	453 25%	377 26%	139 22%	93 27%	269 27%	91 21%	366 28%	87 18%
Strongly agree (=5)								
Agree(=4)	833 47%	705 48%	298 47%	175 50%	443 45%	215 50%	596 46%	237 49%
3 (=3)	349 20%	275 19%	143 23%	59 17%	197 20%	93 21%	229 18%	120 25%
Disagree (=2)	102 6%	83 6%	38 6%	19 5%	58 6%	25 6%	69 5%	33 7%
Strongly disagree (=1)	40 2%	36 2%	12 2%	4 1%	27 3%	9 2%	32 2%	8 2%
Sum: Agree (=5+4)	1,286 72%	1,082 73%	437 69%	268 77%	712 72%	306 71%	962 74%	324 67%
Sum: Disagree (=2+1)	142 8%	119 8%	50 8%	23 7%	85 9%	34 8%	101 8%	41 8%
Basis	1,777	1,476	630	350	994	433	1,292	485
Mean	3.9	3.9	3.8	4.0	3.9	3.8	3.9	3.7

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
C3_3. I communicate mostly with competitors.	25 1%	21 1%	6 1%	5 1%	10 1%	10 2%	15 1%	10 2%
Strongly agree (=5)								
Agree(=4)	120 7%	99 7%	42 7%	29 9%	54 6%	37 9%	68 5%	52 11%
3 (=3)	385 22%	313 22%	152 25%	65 19%	213 22%	107 26%	260 21%	125 27%
Disagree (=2)	611 36%	510 36%	221 36%	120 36%	334 34%	157 38%	437 35%	174 37%

	Strongly disagree (=1)		485		193		117		359		103		470		109	
			34%	31%	8%	8%	35%	34%	37%	25%	38%	23%	62	23%	62	23%
Sum: Agree (=5+4)			145	48	34	64	47	83	7%	13%	283	60%	470	2.0	2.3	2.3
Sum: Disagree (=2+1)			1,190	995	414	237	71%	67%	614	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Basis			1,720	1,428	614	336	2.1	2.1	2.1	2.0	2.3	2.0	2.0	2.0	2.0	2.3
Mean			2.1	2.1	2.1	2.1	2.1	2.1	2.0	2.3	2.0	2.0	2.0	2.0	2.0	2.3

All respondents / Basis = persons answering

C4. How many business contacts do you typically communicate with at a trade fair?	Total	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair				Language						
		Visitor		Exhibitor		Automatica		Electronica / Productronica		ispo		German		English		
1 - 5	229	215	32	14%	5%	53	141	35	172	57	13%	11%	132	26%	138	27%
6 - 10	592	555	120	36%	19%	142	348	102	460	132	34%	22%	348	26%	358	27%
11 - 20	496	422	175	27%	27%	92	290	114	358	138	27%	27%	347	36%	511	36%
> 20	531	349	319	23%	49%	76	251	204	347	184	26%	45%	1,337	511	15.5	15.5
Basis	1,848	1,541	646	13.1	18.0	363	1,030	455	1,337	511	13.6	17.0	13.6	13.6	15.5	15.5
Mean	14.1	13.1	18.0	13.1	18.0	12.6	13.4	17.0	13.6	15.5	13.6	17.0	13.6	15.5	15.5	15.5

All respondents / Basis = persons answering

C5_1. Social networking (either online or offline) helped me in my professional environment.	Total	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair				Language						
		Visitor		Exhibitor		Automatica		Electronica / Productronica		ispo		German		English		
Strongly agree (=5)	303	256	131	17%	20%	56	162	85	269	34	20%	7%	121	24%	135	135
Agree(=4)	591	494	229	33%	35%	114	327	150	470	121	35%	34%	313	34%	313	313
3 (=3)	448	357	150	33%	35%	102	244	102	313	102	313	102	313	102	313	313

Basis	Disagree (=2) Strongly disagree (=1) Sum: Agree (=5+4) Sum: Disagree (=2+1) Mean	24%	23%	23%	28%	24%	23%	23%	27%
		283	236	86	48	164	71	160	123
		15%	16%	13%	13%	16%	16%	12%	25%
		204	177	53	40	125	39	120	84
		11%	12%	8%	11%	12%	9%	9%	17%
		894	750	360	170	489	235	739	155
		49%	49%	55%	47%	48%	53%	55%	31%
		487	413	139	88	289	110	280	207
		27%	27%	21%	24%	28%	25%	21%	42%
		1,829	1,520	649	360	1,022	447	1,332	497
	3.3	3.3	3.5	3.3	3.2	3.5	3.4	2.8	

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English
		ispo	ispo				
C5_2. Trade fairs helped me to expand my professional business network.	327	272	125	72	149	106	98
	18%	18%	19%	20%	15%	23%	19%
	881	741	313	156	510	215	281
	48%	48%	48%	43%	50%	48%	56%
	429	344	149	92	243	94	96
	23%	22%	23%	25%	24%	21%	19%
	138	115	39	28	82	28	28
	7%	8%	6%	8%	8%	6%	6%
	66	58	23	16	41	9	1
	4%	4%	4%	4%	4%	2%	0%
1,208	1,013	438	228	659	321	829	379
66%	66%	67%	63%	64%	71%	62%	75%
204	173	62	44	123	37	175	29
11%	11%	10%	12%	12%	8%	13%	6%
1,841	1,530	649	364	1,025	452	1,337	504
	3.7	3.7	3.7	3.7	3.6	3.8	3.9

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					Electronica	Productronica		
C5_3. The contacts I meet at trade fairs are a highly valuable and influential part of my professional network.	289 16%	238 16%	123 19%	60 16%	137 13%	92 20%	215 16%	74 15%
3 (=3)	852 46%	711 47%	300 46%	150 41%	493 48%	209 46%	609 45%	243 49%
Disagree (=2)	502 27%	405 27%	177 27%	100 27%	279 27%	123 27%	352 26%	150 30%
Strongly disagree (=1)	143 8%	128 8%	36 6%	40 11%	80 8%	23 5%	116 9%	27 5%
Sum: Agree (=5+4)	52 3%	45 3%	14 2%	14 4%	34 3%	4 1%	47 4%	5 1%
Sum: Disagree (=2+1)	1,141 62%	949 62%	423 65%	210 58%	630 62%	301 67%	824 62%	317 64%
Basis	195 11%	173 11%	50 8%	54 15%	114 11%	27 6%	163 12%	32 6%
Mean	1,838 3.6	1,527 3.6	650 3.7	364 3.6	1,023 3.6	451 3.8	1,339 3.6	499 3.7

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					Electronica	Productronica		
C5_4. The contacts I meet at trade fairs increase my company's or my personal success.	323 18%	262 17%	136 21%	70 19%	153 15%	100 22%	232 17%	91 18%
3 (=3)	878 48%	740 48%	302 47%	163 45%	493 48%	222 49%	625 47%	253 50%
Disagree (=2)	483 26%	396 26%	161 25%	85 24%	295 29%	103 23%	351 26%	132 26%
	117 6%	102 7%	35 5%	32 9%	61 6%	24 5%	96 7%	21 4%

Strongly disagree (=1)	35	27	13	10	22	3	4
	2%	2%	2%	3%	2%	1%	1%
Sum: Agree (=5+4)	1,201	1,002	438	233	646	322	344
	65%	66%	68%	65%	63%	71%	69%
Sum: Disagree (=2+1)	152	129	48	42	83	27	25
	8%	8%	7%	12%	8%	6%	5%
Basis	1,836	1,527	647	360	1,024	452	501
Mean	3.7	3.7	3.8	3.7	3.7	3.9	3.8

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					ispo	ispa		
C6 1. Communicating face to face with customers and suppliers has a distinct impact on my company or me.	565	450	249	104	295	166	405	160
	31%	30%	39%	29%	29%	37%	31%	32%
Agree(=4)	925	778	307	183	530	212	677	248
	51%	51%	48%	51%	52%	48%	51%	50%
3 (=3)	269	237	70	50	161	58	188	81
	15%	16%	11%	14%	16%	13%	14%	16%
Disagree (=2)	48	38	14	19	23	6	41	7
	3%	3%	2%	5%	2%	1%	3%	1%
Strongly disagree (=1)	16	13	3	6	7	3	13	3
	1%	1%	0%	2%	1%	1%	1%	1%
Sum: Agree (=5+4)	1,490	1,228	556	287	825	378	1,082	408
	82%	81%	86%	79%	81%	85%	82%	82%
Sum: Disagree (=2+1)	64	51	17	25	30	9	54	10
	4%	3%	3%	7%	3%	2%	4%	2%
Basis	1,823	1,516	643	362	1,016	445	1,324	499
Mean	4.1	4.1	4.2	4.0	4.1	4.2	4.1	4.1

All respondents / Basis = persons answering

Total	A2. Are you attending as a visitor or/and as an exhibitor?			Trade fair			Language
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	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
C6_2. Being brought together with potential new customers has a distinct impact on my company or me.	334 19%	208 32%	71 20%	167 17%	96 22%	261 20%	73 15%
Strongly agree (=5)	715 40%	295 46%	138 38%	379 38%	198 46%	479 37%	236 49%
Agree(=4)	414 23%	103 16%	78 22%	252 25%	84 19%	288 22%	126 26%
3 (=3)	199 11%	32 5%	47 13%	124 12%	28 6%	157 12%	42 9%
Disagree (=2)	127 7%	4 1%	25 7%	75 8%	27 6%	120 9%	7 1%
Strongly disagree (=1)	1,049 59%	503 78%	209 58%	546 55%	294 68%	740 57%	309 64%
Sum: Agree (=5+4)	326 18%	36 6%	72 20%	199 20%	55 13%	277 21%	49 10%
Sum: Disagree (=2+1)	1,789 3.5	1,483 4.0	359 3.5	997 3.4	433 3.7	1,305 3.5	484 3.7
Basis							
Mean	3.4	4.0	3.5	3.4	3.7	3.5	3.7

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language	
	Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English
C6_3. Being brought together with collaboration partners has a distinct impact on my company or me.	299 17%	135 21%	61 17%	153 15%	85 19%	66 14%
Strongly agree (=5)	894 50%	303 48%	171 48%	502 50%	221 51%	239 49%
Agree(=4)	442 25%	148 23%	100 28%	258 26%	84 19%	135 28%
3 (=3)	135 7%	44 7%	22 6%	73 7%	40 9%	41 8%
Disagree (=2)	33 2%	7 1%	5 1%	21 2%	7 2%	3 1%
Strongly disagree (=1)	1,193 3.5	993 4.38	232 3.5	655 3.4	306 3.7	305 3.5
Sum: Agree (=5+4)						
Sum: Disagree (=2+1)						
Basis						
Mean	3.4	4.0	3.5	3.4	3.7	3.5



		66%	66%	69%	65%	65%	70%	67%	63%
	Sum: Disagree (=2+1)	168	140	51	27	94	47	124	44
		9%	9%	8%	8%	9%	11%	9%	9%
Basis		1,803	1,500	637	359	1,007	437	1,319	484
	Mean	3.7	3.7	3.8	3.7	3.7	3.8	3.7	3.7

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?	Trade fair			Language			
		Trade fair			German	English		
		Automatica	Electronica / Productronica	ispo	German	English		
<b>Total</b>		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
311	247	133	61	153	97	208	103	
17%	16%	21%	17%	15%	22%	16%	21%	
948	787	332	170	542	236	686	262	
52%	52%	52%	47%	54%	53%	52%	53%	
451	386	141	102	251	98	339	112	
25%	25%	22%	28%	25%	22%	25%	23%	
99	83	33	26	57	16	83	16	
5%	5%	5%	7%	6%	4%	6%	3%	
15	12	5	6	8	1	15		
1%	1%	1%	2%	1%	0%	1%		
1,259	1,034	465	231	695	333	894	365	
69%	68%	72%	63%	69%	74%	67%	74%	
114	95	38	32	65	17	98	16	
6%	6%	6%	9%	6%	4%	7%	3%	
1,824	1,515	644	365	1,011	448	1,331	493	
3.8	3.8	3.9	3.7	3.8	3.9	3.7	3.9	

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?	Trade fair			Language			
		Trade fair			German	English		
		Automatica	Electronica / Productronica	ispo	German	English		
<b>Total</b>		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo <td>German</td> <td>English</td>	German	English
260	216	114	53	143	64	230	30	
14%	14%	18%	15%	14%	14%	17%	6%	

C7\_2. I understand and chart my professional social net-  
Strongly agree (=5)

work.	859 48%	711 47%	325 51%	166 46%	473 47%	220 50%	694 53%	165 34%
Agree(=4)	498 28%	411 27%	156 24%	112 31%	275 27%	111 25%	315 24%	183 38%
3 (=3)	128 7%	107 7%	32 5%	18 5%	75 7%	35 8%	61 5%	67 14%
Disagree (=2)	63 3%	56 4%	15 2%	10 3%	40 4%	13 3%	21 2%	42 9%
Strongly disagree (=1)	1,119 62%	927 62%	439 68%	219 61%	616 61%	284 64%	924 70%	195 40%
Sum: Agree (=5+4)	191 11%	163 11%	47 7%	28 8%	115 11%	48 11%	82 6%	109 22%
Sum: Disagree (=2+1)	1,808 3.6	1,501 3.6	642 3.8	359 3.7	1,006 3.6	443 3.6	1,321 3.8	487 3.2
Basis								
Mean								

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
	Visitor	Exhibitor	Automatica	Electronica / Productronica	German	English	
C7_3. I analyse my professional social network to maximize potential gains from my contacts.	Total	144	23	79	42	33	
	Strongly agree (=5)	8%	10%	6%	8%	10%	7%
	Agree(=4)	555	209	105	298	152	141
	3 (=3)	31%	33%	29%	30%	35%	29%
	Disagree (=2)	681	252	145	379	157	186
	Strongly disagree (=1)	38%	39%	40%	38%	36%	38%
	Sum: Agree (=5+4)	304	88	64	181	59	88
	Sum: Disagree (=2+1)	17%	14%	18%	18%	14%	18%
	Sum: Agree (=5+4)	120	31	23	72	25	40
	Sum: Disagree (=2+1)	7%	5%	6%	7%	6%	8%
	699	272	128	377	194	174	
	39%	42%	36%	37%	45%	36%	
	424	119	87	253	84	128	
	24%	19%	24%	25%	19%	26%	

Basis	1,804	1,496	643	360	1,009	435	1,316	488
Mean	3.2	3.2	3.3	3.1	3.1	3.3	3.2	3.1

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
		C7_4. I expect to see my usual business partners at the trade fairs I frequent.	355 20%	290 19%	135 21%	58 16%	190 19%	107 24%
Agree(=4)	893 49%	730 48%	316 49%	173 48%	483 48%	237 53%	628 48%	265 53%
3 (=3)	420 23%	359 24%	149 23%	90 25%	258 26%	72 16%	320 24%	100 20%
Disagree (=2)	107 6%	92 6%	35 5%	28 8%	55 5%	24 5%	88 7%	19 4%
Strongly disagree (=1)	44 2%	41 3%	7 1%	12 3%	23 2%	9 2%	36 3%	8 2%
Sum: Agree (=5+4)	1,248 69%	1,020 67%	451 70%	231 64%	673 67%	344 77%	878 66%	370 74%
Sum: Disagree (=2+1)	151 8%	133 9%	42 7%	40 11%	78 8%	33 7%	124 9%	27 5%
Basis	1,819	1,512	642	361	1,009	449	1,322	497
Mean	3.8	3.8	3.8	3.7	3.8	3.9	3.7	3.9

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
		C7_5. I expect the trade fair organization to bring me together with experts from my line of business at the trade fairs I frequent.	327 18%	275 18%	123 19%	70 19%	166 17%	91 21%
Agree(=4)	688 38%	568 38%	256 40%	129 36%	380 38%	179 40%	461 35%	227 47%
3 (=3)	489	402	168	102	287	100	370	119

Basis	Disagree (=2)	27%	27%	26%	28%	29%	23%	28%	24%
		210	177	66	38	123	49	166	44
	Strongly disagree (=1)	12%	12%	10%	11%	12%	11%	13%	9%
		95	80	29	22	50	23	88	7
	Sum: Agree (=5+4)	56%	56%	59%	55%	54%	61%	53%	65%
		1,015	843	379	199	546	270	699	316
	Sum: Disagree (=2+1)	17%	17%	15%	17%	17%	16%	19%	10%
		305	257	95	60	173	72	254	51
		1,809	1,502	642	361	1,006	442	1,323	486
	Mean	3.5	3.5	3.6	3.5	3.5	3.6	3.4	3.7

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?				Trade fair			Language	
		Visitor		Exhibitor	Automatica	Electronica / Productronica	ispo	German	English	
C7_6. I expect to develop new and valuable business contacts at the trade fairs I frequent.	492	404	200	107	243	142	350	142		
	27%	27%	31%	30%	24%	32%	26%	29%		
	895	746	306	151	529	215	647	248		
	49%	50%	48%	42%	52%	48%	49%	50%		
	309	259	100	75	168	66	230	79		
	17%	17%	16%	21%	17%	15%	17%	16%		
	86	72	26	19	51	16	70	16		
	5%	5%	4%	5%	5%	4%	5%	3%		
	33	26	9	7	20	6	25	8		
	2%	2%	1%	2%	2%	1%	2%	2%		
1,387	1,150	506	258	772	357	997	390			
76%	76%	79%	72%	76%	80%	75%	79%			
119	98	35	26	71	22	95	24			
7%	7%	5%	7%	7%	5%	7%	5%			
1,815	1,507	641	359	1,011	445	1,322	493			
4.0	3.9	4.0	3.9	3.9	4.1	3.9	4.0			

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
DI_1. The people I meet at trade fairs and the products that are presented there serve as a source of inspiration and new ideas to me.	530 29%	463 31%	159 25%	125 34%	277 27%	128 28%	395 30%	135 27%
3 (=3)	884 48%	728 48%	316 49%	169 46%	477 47%	238 53%	634 48%	250 50%
Disagree (=2)	319 17%	255 17%	131 20%	53 15%	198 20%	68 15%	224 17%	95 19%
Strongly disagree (=1)	78 4%	59 4%	33 5%	15 4%	49 5%	14 3%	60 5%	18 4%
Sum: Agree (=5+4)	1,414 77%	1,191 78%	475 74%	294 81%	754 74%	366 81%	1,029 77%	385 77%
Sum: Disagree (=2+1)	95 5%	72 5%	40 6%	17 5%	62 6%	16 4%	76 6%	19 4%
Mean	1,828 4.0	1,518 4.0	646 3.9	364 4.1	1,014 3.9	450 4.1	1,329 4.0	499 4.0

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Trade fair		German	English
					Electronica / Productronica	ispo		
DI_2. Collaboration with one or more of my trade fair acquaintances - be it a developer, a consultant or someone who has turned into a personal friend - has lead to the development of a new product or business concept.	223 12%	193 13%	81 13%	49 13%	107 11%	67 15%	171 13%	52 10%
3 (=3)	680 37%	572 38%	220 34%	128 35%	365 36%	187 42%	440 33%	240 48%
Disagree (=2)	545 30%	447 30%	200 31%	99 27%	321 32%	125 28%	394 30%	151 30%
	232 13%	180 12%	87 13%	55 15%	132 13%	45 10%	190 14%	42 8%

	Strongly disagree (=1)		123		58		35		90		21		135		11	
	8%	9%	8%	9%	10%	10%	10%	10%	9%	9%	5%	5%	10%	10%	2%	2%
Sum: Agree (=5+4)	903	765	301	301	177	177	472	472	254	254	254	254	611	611	292	292
	49%	50%	47%	47%	48%	48%	47%	47%	57%	57%	66	66	325	325	53	53
Sum: Disagree (=2+1)	378	303	145	145	90	90	222	222	222	222	15%	15%	24%	24%	11%	11%
	21%	20%	22%	22%	25%	25%	22%	22%	22%	22%	15%	15%	24%	24%	11%	11%
Basis	1,826	1,515	646	646	366	366	1,015	1,015	445	445	3.3	3.3	3.2	3.2	3.6	3.6
Mean	3.3	3.4	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.5	3.5	3.2	3.2	3.6	3.6

All respondents / Basis = persons answering

D2. I think trade fairs are important because they allow me to gather information on Customers.	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica		German	English
					ispo	ispa		
Strongly agree (=5)	488	358	267	99	254	135	352	136
Agree(=4)	27%	24%	41%	28%	25%	31%	27%	28%
	672	541	288	145	362	165	460	212
	38%	37%	44%	41%	36%	38%	35%	43%
3 (=3)	323	288	63	50	193	80	231	92
	18%	19%	10%	14%	19%	18%	18%	19%
Disagree (=2)	184	174	25	38	109	37	148	36
	10%	12%	4%	11%	11%	9%	11%	7%
Strongly disagree (=1)	123	117	7	26	79	18	106	17
	7%	8%	1%	7%	8%	4%	8%	3%
Sum: Agree (=5+4)	1,160	899	555	244	616	300	812	348
	65%	61%	85%	68%	62%	69%	63%	71%
Sum: Disagree (=2+1)	307	291	32	64	188	55	254	53
	17%	20%	5%	18%	19%	13%	20%	11%
Basis	1,790	1,478	650	358	997	435	1,297	493
Mean	3.7	3.6	4.2	3.7	3.6	3.8	3.6	3.8

All respondents / Basis = persons answering

Total	A2. Are you attending as a visitor or/and as an exhibitor?	Trade fair	Language

	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
D2_2. I think trade fairs are important because they allow me to gather information on Collaborators.	464 26%	162 25%	108 30%	243 24%	113 26%	346 26%	118 24%
3 (=3)	884 49%	306 48%	163 45%	503 50%	218 49%	638 48%	246 50%
Disagree (=2)	339 19%	127 20%	64 18%	195 19%	80 18%	238 18%	101 20%
Strongly disagree (=1)	99 5%	39 6%	20 6%	57 6%	22 5%	72 5%	27 5%
Sum: Agree (=5+4)	28 2%	10 2%	7 2%	13 1%	8 2%	24 2%	4 1%
Sum: Disagree (=2+1)	1,348 74%	468 73%	271 75%	746 74%	331 75%	984 75%	364 73%
Basis	127 7%	49 8%	27 7%	70 7%	30 7%	96 7%	31 6%
Mean	1,814 3.9	644 3.9	362 4.0	1,011 3.9	441 3.9	1,318 3.9	496 3.9

All respondents / Basis = persons answering

	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair		Language		
	Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
D2_3. I think trade fairs are important because they allow me to gather information on Competitors.	506 28%	229 35%	103 28%	283 28%	120 27%	372 28%	134 27%
3 (=3)	748 41%	293 45%	140 39%	423 42%	185 42%	528 40%	220 44%
Disagree (=2)	354 20%	89 14%	73 20%	195 19%	86 20%	259 20%	95 19%
Strongly disagree (=1)	118 7%	25 4%	28 8%	53 5%	37 8%	89 7%	29 6%
Sum: Agree (=5+4)	82 5%	12 2%	18 5%	52 5%	12 3%	64 5%	18 4%
Basis	1,254 3.9	522 3.9	243 4.0	706 3.9	305 3.9	900 3.9	354 3.9

	69%	68%	81%	67%	70%	69%	71%
Sum: Disagree (=2+1)	200	181	37	46	105	49	47
Basis	11%	12%	6%	13%	10%	11%	9%
Mean	1,808	1,498	648	362	1,006	440	496
	3.8	3.8	4.1	3.8	3.8	3.8	3.9

All respondents / Basis = persons answering

	Total	A2. Are you attending as a visitor or/and as an exhibitor?		Trade fair			Language	
		Visitor	Exhibitor	Automatica	Electronica / Productronica	ispo	German	English
D3. My company has developed ideas me or others have collected at a trade fair into a successful product or business concept.	198	167	82	35	103	60	126	72
Strongly agree (=5)	11%	11%	13%	10%	10%	14%	10%	14%
Agree(=4)	590	480	214	116	304	170	367	223
3 (=3)	32%	32%	33%	32%	30%	38%	28%	44%
Disagree (=2)	561	457	203	114	329	118	410	151
Strongly disagree (=1)	31%	30%	31%	31%	33%	27%	31%	30%
Sum: Agree (=5+4)	284	240	96	54	165	65	238	46
Sum: Disagree (=2+1)	16%	16%	15%	15%	16%	15%	18%	9%
Mean	189	167	53	47	111	31	178	11
	10%	11%	8%	13%	11%	7%	13%	2%
	788	647	296	151	407	230	493	295
	43%	43%	46%	41%	40%	52%	37%	59%
	473	407	149	101	276	96	416	57
	26%	27%	23%	28%	27%	22%	32%	11%
Basis	1,822	1,511	648	366	1,012	444	1,319	503
	3.2	3.2	3.3	3.1	3.1	3.4	3.0	3.6

All respondents / Basis = persons answering

## 2.2. ANALYSIS BY COMPANY SIZE AND DECISION MAKING POWER

Total	A4. What is the size of your company?	A7. I have decision making influence in my company.
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	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A1. Are you attending trade fairs more in a private or in a business capacity?	74 4%	9 2%	15 3%	21 4%	17 2%	17 2%	14 5%	13 15%	6 18%
Basis	1,827 96%	515 98%	431 97%	484 96%	723 98%	715 98%	279 95%	75 85%	28 82%
	1,901	524	446	505	740	732	293	88	34

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A2. Are you attending as a visitor or/and as an exhibitor? (Mehrfachnennungen möglich)	357 87%	400 76%	359 80%	455 90%	622 84%	611 83%	243 83%	75 85%	23 68%
Basis	409 35%	527 48%	447 41%	505 24%	739 35%	734 35%	294 36%	88 30%	34 50%

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A2. Are you attending as a visitor or/and as an exhibitor? (Mehrfachnennungen möglich)	305 75%	274 52%	262 59%	385 76%	483 65%	476 65%	189 64%	62 70%	17 50%
Basis	409 18%	527 24%	447 22%	505 14%	739 19%	734 18%	294 18%	88 15%	34 18%

All respondents / Basis = persons answering

A3. Which sector or industry does your company operate in?	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
Manufacture of machinery and equipment: Assembly and handlin	183 48%	28 47%	45 51%	55 51%	54 44%	63 51%	74 44%	31 52%	9 50%	5 71%
Manufacture of optical instruments and photographic equipment	28 7%	2 3%	10 11%	10 9%	6 5%	9 7%	11 7%	5 8%	2 11%	1 14%
Manufacture of motor vehicles, trailers and semi-trailers	54 14%	3 5%	12 11%	39 11%	39 32%	8 6%	30 18%	13 22%	3 17%	
Construction	10 3%	5 8%	3 3%	1 1%	1 1%	4 3%	5 3%		1 6%	
Manufacture of chemicals and chemical products	6 2%	2 3%	2 2%	1 1%	1 1%	2 2%	3 2%	1 2%		
Manufacture of electrical equipment	43 11%	10 17%	8 9%	10 9%	15 12%	15 12%	23 14%	2 3%	3 17%	
Manufacture of food products	2 1%	1 2%		1 1%		1 1%	1 1%			
Manufacture of beverages	2 1%		1 1%		1 1%	1 1%	1 1%			
Manufacture of wood and of products of wood and cork, manufa	3 1%	1 2%		1 1%	1 1%		2 1%		1 6%	
Manufacture of paper and paper products	1 0%			1 1%			1 1%			
Manufacture of computer, electronic and optical products	7 2%	1 2%	1 1%	1 1%	4 3%	3 2%	4 2%			
Manufacture of rubber and plastic products	21 6%	2 3%	8 9%	5 5%	6 5%	8 6%	12 7%	1 2%		

	8	1	1	1	6	1	3	1	3
Manufacture of air and spacecraft and related machinery	2%	1%	1%	1%	5%	1%	2%	6%	3
Manufacture of basic metals	25%	5%	11%	8%	8%	14%	2%	1%	43%
Manufacture of fabricated metal products	7%	6%	10%	7%	7%	8%	8%	6%	
Printing	39%	2%	6%	13%	11%	17%	10%	1%	
Reproduction of recorded media	10%	3%	7%	19%	9%	10%	12%	6%	
Reproduction of recorded media	3%	2%	1%	1%	1%	1%	1%	1%	
Manufacture of basic pharmaceutical products and pharmaceuticals	1%	2%	1%	1%	2%	1%	2%	2%	
Scientific research and development	38%	7%	7%	10%	17%	17%	17%	3%	1
Other, that is	10%	12%	8%	8%	14%	10%	10%	17%	14%
	64	19	16	28	12	22	22	5	1
	17%	32%	18%	23%	10%	13%	13%	28%	14%
Basis	380	88	107	124	122	168	60	18	7

Base = Automatica / persons answering

A3. Which sector or industry does your company operate in?	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
Total	280	27%	57	5%	110	10%	58	6%	127
Manufacture of electronic components and boards	38	24%	12	7%	15	9%	14	9%	21
Manufacture of computers and peripheral equipment	12	17	6%	28	11%	18	7%	32	13%
Manufacture of communication equipment	15	28	10%	39	11%	14	9%	12	41
Manufacture of consumer electronics	14	18	12	14	4%	4%	4%	5%	21
Manufacture of instruments and appliances for measuring, etc	21	32	32	41	12%	12%	12%	15%	12%
	13%	12%	12%	12%	12%	12%	12%	15%	9%

Manufacture of irradiation, electromedical and electro-therap	31	3%	5	2%	4%	12	4%	9	3%	13	4%	12	3%	5	3%	1	2%
Manufacture of optical instruments and photographic equipmen	28	3%	2	9	9	9	7	7	10	10	10	10	3	3	3	1	5%
Manufacture of magnetic and optical media	6	1%	1	2	3	3	3	3	2	2	2	2	2	1	1		
Manufacture of electric motors, generators, transformers and accumulators	72	1%	7	11	16	16	37	11%	30	24	7%	30	0%	11	5	1	
Manufacture of wiring and wiring devices	55	5%	6	15	8	8	26	11%	8	18	2%	19	2%	3	4		
Manufacture of electric lighting equipment	52	5%	10	13	13	16	16	7%	21	5%	4%	17	4%	13	7	1	
Manufacture of domestic appliances	33	3%	4	2	3	8	3%	5%	5	6%	6%	4	4%	7	4	2	
Manufacture of other electrical equipment	175	17%	25	38	60	60	52	21%	60	2%	18%	77	3%	28	8	2	
Manufacture of electrical and electronic equipment for motor	124	12%	12	15	25	25	72	21%	36	18%	18%	57	18%	21	8	2	
Wholesale of information and communication equipment	37	4%	13	13	7	7	4	2%	20	11%	13%	9	2%	5	1	1	
Scientific research and development	305	29%	61	90	67	84	24%	31%	107	34%	31%	115	27%	62	13	5	
Other, that is:	1,054	100%	161	265	274	349	342	431	192	61	23%	22	22	22	22	22	22
Basis																	

Base = Electronica / Productronica / persons answering

	Total	A4. What is the size of your company?	A7. I have decision making influence in my company.
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A3. Which sector or industry does your company operate in?	1 - 10 employees		11 - 100 employees		101 - 1000 employees		> 1000 employees		Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
	120	24	53	33	61	42	11	4					
Manufacture of wearing apparel	26%	13%	31%	51%	23%	32%	26%	44%					
Manufacture of footwear	36	9	8	12	12	13	6	4					
Manufacture of bicycles	8%	5%	5%	18%	4%	10%	14%	44%					
	10	3	4	3	6	3		1					
	2%	2%	2%	5%	2%	2%		11%					
Manufacture of sports goods	82	24	37	16	40	28	8	5					
Wholesale of clothing	18%	13%	22%	25%	15%	21%	19%	56%					1
	92	39	40	11	62	19	9	1					20%
	20%	21%	23%	17%	23%	15%	21%	11%					1
Wholesale of footwear	47	22	16	7	33	8	4	1					1
	10%	12%	9%	11%	12%	6%	10%	11%					20%
Wholesale of bicycles, their parts and accessories, sports a	48	24	19	3	33	12	3						20%
	10%	13%	11%	5%	12%	9%	7%						
Retail sale of clothing	93	47	25	13	74	13	4	1					1
	20%	25%	15%	20%	27%	10%	10%	11%					20%
Retail sale of footwear	61	29	15	9	48	10	3						
	13%	16%	9%	14%	18%	8%	7%						
Retail sale of sporting equipment	93	50	26	10	68	19	4						2
	20%	27%	15%	15%	25%	15%	10%	40%					40%
Sports and recreation education	23	13	8	1	18	4	1						
	5%	7%	5%	2%	7%	3%	2%						
Sports activities	52	34	13	3	40	10	2						
	11%	18%	8%	5%	15%	8%	5%						
Other, that is:	109	46	41	8	61	29	16	2					1
	24%	25%	24%	12%	23%	22%	38%	22%					20%
Basis	460	187	171	65	271	131	42	9					5

Base = ispo / persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A4. What is the size of your company?										
1 - 10 employees	411	100%				311	66	18	7	5
11 - 100 employees	528		528			42%	9%	6%	8%	14%
101 - 1000 employees	447		100%	447		235	193	78	15	6
> 1000 employees	505			100%	505	32%	26%	27%	17%	17%
	447					107	215	85	30	8
	505					15%	29%	29%	34%	23%
	27%					83	258	110	36	16
	1,891	411	528	447	505	11%	35%	38%	41%	46%
Basis	533.8	5.0	50.0	500.0	1,500.0	736	732	291	88	35
Mean						259.9	689.2	726.8	793.0	809.3

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A5. Which country does your company operate from?										
Afghanistan	1									1
Albania	0%	1								3%
Algeria	1	0%								1
Argentina	0%		1				1			3%
Australia	2		0%				0%			
Austria	0%		0%				0%			
	2			1	1					
	0%			0%	0%					
	86	26	19	25	15	42	29	10	4	1
	5%	6%	4%	6%	3%	6%	4%	3%	5%	3%

Bahrain	1	0%	1	0%	1	0%	1	3%	
Belarus	1	0%	1	0%					
Belgium	9	0%	4	0%	4	1%	1	0%	
Bosnia And Herzegovina	3	0%	1	0%	1	0%			
Brazil	2	0%	1	0%	1	0%	1	0%	
Bulgaria	6	0%	3	1%	3	0%	2	0%	
Canada	6	0%	2	1%	4	1%	2	1%	
China	7	0%	2	0%	3	1%	1	0%	
Croatia	7	0%	4	0%	4	0%	0	0%	
Czech Republic	21	0%	13	1%	7	1%	2	0%	2
Denmark	16	1%	7	3%	1	1%	1	1%	2%
Ecuador	1	1%	1	0%	1	1%	0	0%	1%
Estonia	3	0%	1	0%	1	0%	1	0%	
Finland	22	0%	6	0%	10	0%	4	0%	1
France	30	1%	9	1%	7	1%	3	1%	1%
Gabon	2	2%	2	1%	1	1%	1	1%	1%
Germany	1,111	59%	268	24%	349	31%	438	40%	55
			52%	70%	55%	60%	65%	63%	21
			63%	63%	55%	60%	65%	63%	64%

Greece	7	5	2	1	2	5	1	1	5	1	1	1	0%
Hong Kong	4	1	0%	1	0%	3	0%	1	1%	0%	3	0%	0%
Hungary	11	5	2	3	0%	5	1	3	0%	3	3	1%	0%
India	8	1	6	1	0%	7	1	1	1%	0%	1	0%	1%
Iran, Islamic Republic Of	2	1	1	0%	0%	1	0%	2	0%	0%	2	0%	0%
Ireland	7	3	4	0%	0%	5	1	1	1%	0%	1	0%	1%
Israel	10	2	2	3	1%	4	1%	5	1%	0%	1	0%	1%
Italy	113	35	42	27	0%	36	9	50	1%	1%	18	0%	6%
Japan	12	1	8	6	1%	5	2	7	7%	4	6	6%	9%
Kenya	1	0%	0%	1	0%	0%	1	1	0%	1%	3	1%	2%
Korea, Republic Of	1	1	0%	0%	0%	1	1	1	0%	0%	1	0%	0%
Latvia	1	0%	0%	1	0%	0%	0%	1	0%	0%	1	0%	0%
Lebanon	1	0%	1	0%	0%	1	0%	0%	0%	0%	1	0%	0%
Liechtenstein	1	0%	0%	0%	0%	1	1	1	0%	0%	0	0%	0%
Lithuania	5	4	1	0%	0%	2	0%	2	0%	2	1	0%	0%
Netherlands	29	11	11	2	0%	17	4	7	0%	0%	4	1%	3%
Norway	7	3	2	0%	2%	2	1%	4	2%	1%	1	1%	1%
	0%	1%	0%	0%	0%	0%	0%	1%	0%	0%	1	1%	0%





United Kingdom	30	11	14	3	2	9	2
	2%	3%	3%	1%	0%	1%	2%
United States	60	4	8	11	36	23	5
	3%	1%	2%	2%	7%	3%	6%
Basis	1,876	407	517	443	497	727	87
						288	
							33

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A6. Which position do you fulfill in your company?										
Entrepreneur, partner, self-employed	309	228	60	14	5	263	29	8	4	4
	16%	56%	11%	3%	1%	36%	4%	3%	5%	11%
Managing director, board member, head of authority	274	105	125	33	10	215	47	9	1	1
	14%	26%	24%	7%	2%	29%	6%	3%	1%	3%
Senior department head, other employee with managerial respo	180	15	69	58	37	72	91	14	1	1
	9%	4%	13%	13%	7%	10%	12%	5%	1%	3%
Department head, group head	316	18	90	106	99	75	176	50	13	1
	17%	4%	17%	24%	20%	10%	24%	17%	15%	3%
Project manager with personal and budget responsibility	183	11	42	48	80	36	112	24	9	1
	10%	3%	8%	11%	16%	5%	15%	8%	10%	3%
Buyer	127	5	30	42	49	35	62	25	4	1
	7%	1%	6%	9%	10%	5%	8%	9%	5%	3%
Other salaried staff/public service	289	11	55	83	140	15	128	90	40	14
	15%	3%	10%	19%	28%	2%	18%	31%	45%	40%
Foremen, master craftsmen	14	2	1	5	6	5	7	1	1	
	1%	0%	0%	1%	1%	1%	1%	0%	1%	
Skilled worker	39	1	7	14	17	3	13	15	5	3
	2%	0%	1%	3%	3%	0%	2%	5%	6%	9%
Lecturer, teacher, scientific assistant	22		8	8	6	1	11	6	3	1
	1%		2%	2%	1%	0%	2%	2%	3%	3%
Trainee, Student	10	2	3	2	3	1	1	2	2	3

Other position, which is	1%	0%	1%	0%	1%	0%	1%	0%	1%	0%	1%	0%	2%	9%
Basis	133	11	37	32	51	18	54	49	5	5	5	5	5	5
	7%	3%	7%	7%	10%	2%	7%	17%	6%	14%	293	731	88	35
	1,896	409	527	445	503	739	731	293	88	35				

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Total	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
A7. Please rate how you agree with this statement: I have decision making influence in my company.	311	235	107	83	741	741	734	294	88	35
	76%	45%	24%	17%	39%	100%	100%	100%	100%	100%
Strongly agree (=5)	66	193	215	258	734					
Agree(=4)	16%	37%	48%	51%	39%					
3 (=3)	18	78	85	110	294					
Disagree (=2)	4%	15%	19%	22%	16%					
	7	15	30	36	88					
Strongly disagree (=1)	2%	3%	7%	7%	5%					
	5	6	8	16	35					
Sum: Agree (=5+4)	1%	1%	2%	3%	2%					
	377	428	322	341	1,475					
Sum: Disagree (=2+1)	93%	81%	72%	68%	78%					
	12	21	38	52	123					
Mean	3%	4%	9%	10%	7%					
	407	527	445	503	1,892					
	4.6	4.2	3.9	3.7	4.1					

All respondents / Basis = persons answering

	A4. What is the size of your company?			A7. I have decision making influence in my company.		
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	Strongly agree (=5)	Disagree (=2)	Strongly disagree (=1)
	1	3	5	3	3	1
	100%	100%	100%	100%	100%	100%
Strongly agree (=5)	1	3	5	3	3	1
Disagree (=2)	1	3	5	3	3	1
Strongly disagree (=1)	1	3	5	3	3	1
Sum: Agree (=5+4)	1	3	5	3	3	1
Sum: Disagree (=2+1)	1	3	5	3	3	1
Mean	1	3	5	3	3	1

A8. How many trade fairs do you attend per year (on average)?	0 - 1	2 - 10	11 - 20	> 20	Mean					
	310 16%	61 15%	68 13%	87 20%	92 18%	88 12%	105 14%	71 24%	33 38%	12 34%
	1,511 80%	339 82%	439 83%	337 76%	385 76%	623 84%	601 82%	209 71%	51 58%	18 51%
	53 3%	7 2%	18 3%	13 3%	15 3%	22 3%	12 2%	12 4%	4 5%	3 9%
	26 1%	4 1%	2 0%	8 2%	12 2%	8 1%	14 2%	2 1%		2 6%
Basis	1,900 5.6	411 5.5	527 5.7	445 5.6	504 5.7	741 5.8	732 5.7	294 5.2	88 4.4	35 6.1

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B1. I participate at / visit trade fairs because they are a good place for lead generation: Now										
	449 25%	107 28%	127 25%	116 27%	96 20%	227 32%	137 19%	58 21%	18 21%	8 25%
	721 40%	126 33%	211 42%	180 42%	200 41%	252 36%	301 43%	122 44%	31 36%	12 38%
	401 22%	105 27%	110 22%	77 18%	106 22%	139 20%	175 25%	62 22%	17 20%	4 13%
	118 6%	28 7%	32 6%	26 6%	32 7%	48 7%	40 6%	18 6%	8 9%	4 13%
	128 7%	19 5%	21 4%	31 7%	56 11%	40 6%	54 8%	19 7%	11 13%	4 13%
	1,170 64%	233 61%	338 67%	296 69%	296 60%	479 68%	438 62%	180 65%	49 58%	20 63%
	246 14%	47 12%	53 11%	57 13%	88 18%	88 12%	94 13%	37 13%	19 22%	8 25%
Basis	1,817 3.7	385 3.7	501 3.8	430 3.8	490 3.5	706 3.8	707 3.6	279 3.7	85 3.4	32 3.5

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B1_2. I participate at / visit trade fairs because they are a good place for lead generation: Expectation for the future	558 31%	121 33%	174 35%	145 34%	115 24%	260 38%	188 27%	76 27%	22 27%	10 34%
	733 41%	149 40%	203 41%	173 41%	203 42%	255 37%	315 45%	116 42%	33 40%	11 38%
3 (=3)	287 16%	60 16%	76 15%	57 13%	92 19%	98 14%	114 16%	56 20%	15 18%	3 10%
Disagree (=2)	97 5%	23 6%	29 6%	21 5%	24 5%	40 6%	35 5%	16 6%	3 4%	2 7%
Strongly disagree (=1)	115 6%	17 5%	17 3%	29 7%	51 11%	38 5%	51 7%	13 5%	10 12%	3 10%
Sum: Agree (=5+4)	1,291 72%	270 73%	377 76%	318 75%	318 66%	515 75%	503 72%	192 69%	55 66%	21 72%
Sum: Disagree (=2+1)	212 12%	40 11%	46 9%	50 12%	75 15%	78 11%	86 12%	29 10%	13 16%	5 17%
Basis	1,790	370	499	425	485	691	703	277	83	29
Mean	3.9	3.9	4.0	3.9	3.6	4.0	3.8	3.8	3.7	3.8

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B1_3. I participate at / visit trade fairs because they are a good place for direct sales: Now.	105 6%	30 8%	43 9%	14 3%	17 4%	63 9%	28 4%	8 3%	4 5%	1 3%
	312 17%	85 22%	96 19%	70 17%	59 12%	136 19%	111 16%	46 17%	11 14%	7 23%
3 (=3)	563	122	147	133	157	206	244	86	17	7

Disagree (=2)	31%	32%	29%	32%	33%	29%	35%	32%	21%	23%
	485	89	135	126	132	181	188	83	24	8
Strongly disagree (=1)	27%	24%	27%	30%	28%	26%	27%	31%	30%	27%
	325	52	79	79	114	114	129	49	25	7
Sum: Agree (=5+4)	18%	14%	16%	19%	24%	16%	18%	18%	31%	23%
	417	115	139	84	76	199	139	54	15	8
Sum: Disagree (=2+1)	23%	30%	28%	20%	16%	28%	20%	20%	19%	27%
	810	141	214	205	246	295	317	132	49	15
Basis	45%	37%	43%	49%	51%	42%	45%	49%	60%	50%
	1,790	378	500	422	479	700	700	272	81	30
Mean	2.7	2.9	2.8	2.6	2.4	2.8	2.6	2.6	2.3	2.6

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B1 4. I participate at / visit trade fairs because they are a good place for direct sales: Expectation for the future	176	50	70	24	31	98	55	14	5	4
	10%	14%	14%	6%	7%	14%	8%	5%	6%	15%
Agree(=4)	430	111	138	91	86	172	161	64	20	10
	24%	31%	27%	22%	18%	25%	23%	24%	25%	37%
3 (=3)	507	98	132	131	143	178	216	84	20	6
	29%	27%	26%	31%	30%	26%	31%	31%	25%	22%
Disagree (=2)	354	54	84	103	110	126	142	68	15	2
	20%	15%	17%	25%	23%	18%	20%	25%	19%	7%
Strongly disagree (=1)	302	49	78	71	103	113	122	41	20	5
	17%	14%	16%	17%	22%	16%	18%	15%	25%	19%
Sum: Agree (=5+4)	606	161	208	115	117	270	216	78	25	14
	34%	44%	41%	27%	25%	39%	31%	29%	31%	52%
Sum: Disagree (=2+1)	656	103	162	174	213	239	264	109	35	7
	37%	28%	32%	41%	45%	35%	38%	40%	44%	26%
Basis	1,769	362	502	420	473	687	696	271	80	27
	2.9	3.2	3.1	2.7	2.6	3.0	2.8	2.8	2.7	3.2

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
BI_5. I participate at / visit trade fairs because they are a good place for networking. Now.	429	97	130	97	103	214	150	51	8	4
	24%	26%	26%	23%	21%	30%	21%	18%	10%	14%
	712	141	199	176	192	261	294	114	33	8
	39%	37%	39%	41%	39%	37%	42%	41%	40%	28%
3 (=3)	425	88	117	91	126	148	178	71	20	6
	23%	23%	23%	21%	26%	21%	25%	25%	24%	21%
Disagree (=2)	151	33	39	35	43	51	53	25	15	6
	8%	9%	8%	8%	9%	7%	8%	9%	18%	21%
Strongly disagree (=1)	94	21	20	27	26	33	28	20	7	5
	5%	6%	4%	6%	5%	5%	4%	7%	8%	17%
Sum: Agree (=5+4)	1,141	238	329	273	295	475	444	165	41	12
	63%	63%	65%	64%	60%	67%	63%	59%	49%	41%
Sum: Disagree (=2+1)	245	54	59	62	69	84	81	45	22	11
	14%	14%	12%	15%	14%	12%	12%	16%	27%	38%
Basis	1,811	380	505	426	490	707	703	281	83	29
Mean	3.7	3.7	3.8	3.7	3.6	3.8	3.7	3.5	3.2	3.0

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
BI_6. I participate at / visit trade fairs because they are a good place for networking. Expectation	593	132	173	135	150	272	221	77	15	7
	33%	36%	34%	32%	31%	39%	32%	28%	19%	25%
	680	127	193	160	197	242	290	109	29	8
	38%	34%	38%	38%	41%	35%	42%	39%	36%	29%

for the future.	3 (=3)	327	65	96	80	82	111	129	56	23	4
		18%	18%	19%	19%	17%	16%	19%	20%	28%	14%
Disagree (=2)		111	26	27	24	33	43	37	18	8	5
		6%	7%	5%	6%	7%	6%	5%	6%	10%	18%
Strongly disagree (=1)		79	19	14	24	22	30	20	18	6	4
		4%	5%	3%	6%	5%	4%	3%	6%	7%	14%
Sum: Agree (=5+4)		1,273	259	366	295	347	514	511	186	44	15
		71%	70%	73%	70%	72%	74%	73%	67%	54%	54%
Sum: Disagree (=2+1)		190	45	41	48	55	73	57	36	14	9
		11%	12%	8%	11%	11%	10%	8%	13%	17%	32%
Basis		1,790	369	503	423	484	698	697	278	81	28
	Mean	3.9	3.9	4.0	3.8	3.9	4.0	3.9	3.8	3.5	3.3

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B1_7. I participate at / visit trade fairs because they are a good place for collaboration. Now.	218	50	68	37	63	110	74	21	8	4
	12%	13%	13%	9%	13%	16%	10%	8%	10%	14%
Strongly agree (=5)	685	144	203	154	180	262	282	111	27	3
Agree(=4)	38%	38%	40%	36%	37%	37%	39%	40%	33%	10%
3 (=3)	620	121	168	162	164	225	250	99	26	15
	34%	32%	33%	38%	34%	32%	35%	36%	32%	52%
Disagree (=2)	198	44	54	45	54	71	78	34	9	5
	11%	12%	11%	11%	11%	10%	11%	12%	11%	17%
Strongly disagree (=1)	96	22	17	30	27	39	32	11	11	2
	5%	6%	3%	7%	6%	6%	4%	4%	14%	7%
Sum: Agree (=5+4)	903	194	271	191	243	372	356	132	35	7
	50%	51%	53%	45%	50%	53%	50%	48%	43%	24%
Sum: Disagree (=2+1)	294	66	71	75	81	110	110	45	20	7
	16%	17%	14%	18%	17%	16%	15%	16%	25%	24%
Basis	1,817	381	510	428	488	707	716	276	81	29



Mean	3.4	3.4	3.5	3.4	3.3	3.4	3.5	3.4	3.4	3.1	3.1
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All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>B1_8. I participate at / visit trade fairs because they are a good place for collaboration. Expectation for the future.</b>									
Total	94	107	60	96	176	120	46	10	6
Strongly agree (=5)	25%	21%	14%	20%	25%	17%	17%	12%	20%
Agree(=4)	138	216	185	197	262	319	116	34	9
3 (=3)	37%	43%	44%	40%	37%	45%	42%	42%	30%
Disagree (=2)	91	127	114	125	168	183	77	20	8
Strongly disagree (=1)	24%	25%	27%	26%	24%	26%	28%	25%	27%
Sum: Agree (=5+4)	154	43	39	41	60	54	28	6	5
Sum: Disagree (=2+1)	9%	8%	9%	8%	9%	8%	10%	7%	17%
Mean	89	15	24	28	34	31	10	11	2
	5%	3%	6%	6%	5%	4%	4%	14%	7%
	1,098	323	245	293	438	439	162	44	15
	61%	64%	58%	60%	63%	62%	58%	54%	50%
	243	58	63	69	94	85	38	17	7
	13%	11%	15%	14%	13%	12%	14%	21%	23%
	1,802	508	422	487	700	707	277	81	30
	3.6	3.7	3.5	3.6	3.7	3.6	3.6	3.3	3.4

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>B2b_1. I rate the success of my trade fair attendance solely based on the</b>									
Total	21	15	8	10	36	11	4	1	2
Strongly agree (=5)	5%	3%	2%	2%	5%	2%	1%	1%	6%
Agree(=4)	54	88	56	33	94	97	26	7	6

order intake generated there. Now.	A4. What is the size of your company?										A7. I have decision making influence in my company.			
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)					
3 (=3)	13%	18%	13%	7%	13%	14%	9%	9%	19%					
Disagree (=2)	487	157	115	110	186	200	79	18	4					
Strongly disagree (=1)	27%	32%	27%	23%	27%	28%	28%	23%	13%					
Sum: Agree (=5+4)	386	104	95	91	150	145	61	17	10					
Sum: Disagree (=2+1)	21%	21%	22%	19%	21%	21%	22%	22%	31%					
Mean	640	133	153	235	232	251	110	34	10					
	36%	27%	36%	49%	33%	36%	39%	44%	31%					
	285	103	64	43	130	108	30	8	8					
	16%	21%	15%	9%	19%	15%	11%	10%	25%					
	1,026	237	248	326	382	396	171	51	20					
	57%	48%	58%	68%	55%	56%	61%	66%	63%					
	1,798	497	427	479	698	704	280	77	32					
	2.3	2.5	2.2	1.9	2.4	2.3	2.1	2.0	2.4					

All respondents / Basis = persons answering

B2b 2. I rate the success of my trade fair attendance solely based on the order intake generated there. Expectation for the future.	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)
Strongly agree (=5)	115	35	43	19	18	34	12	3	3
Agree(=4)	6%	9%	8%	4%	4%	5%	4%	4%	10%
3 (=3)	317	77	109	75	54	145	34	9	7
Disagree (=2)	17%	20%	21%	18%	11%	20%	12%	11%	23%
Strongly disagree (=1)	466	102	150	101	112	178	85	17	5
Sum: Agree (=5+4)	26%	26%	30%	24%	23%	25%	30%	22%	16%
Sum: Disagree (=2+1)	324	70	85	77	77	123	53	18	6
Mean	18%	18%	17%	16%	16%	17%	19%	23%	19%
	595	106	120	143	220	232	97	32	10
	33%	27%	24%	33%	46%	33%	35%	41%	32%
	432	112	152	94	72	179	46	12	10
	24%	29%	30%	22%	15%	25%	16%	15%	32%
	919	176	205	232	297	355	150	50	16
	51%	45%	40%	54%	62%	50%	53%	63%	52%

Basis	1,817	390	507	427	481	706	712	281	79	31
Mean	2.5	2.7	2.7	2.4	2.1	2.5	2.5	2.3	2.2	2.6

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B2c_1. I spend a lot of time at trade fairs exchanging experiences and information. Now.	448	97	112	97	138	219	149	58	13	6
	24%	24%	22%	22%	28%	30%	21%	20%	15%	18%
	861	174	240	213	228	305	354	150	41	9
	47%	44%	47%	49%	47%	42%	50%	53%	49%	27%
3 (=3)	396	85	123	88	98	146	156	62	20	8
	21%	21%	24%	20%	20%	20%	22%	22%	24%	24%
Disagree (=2)	115	34	33	30	18	43	43	13	9	7
	6%	9%	6%	7%	4%	6%	6%	5%	11%	21%
Strongly disagree (=1)	24	7	7	5	5	10	8	2	1	3
	1%	2%	1%	1%	1%	1%	1%	1%	1%	9%
Sum: Agree (=5+4)	1,309	271	352	310	366	524	503	208	54	15
	71%	68%	68%	72%	75%	72%	71%	73%	64%	45%
Sum: Disagree (=2+1)	139	41	40	35	23	53	51	15	10	10
	8%	10%	8%	8%	5%	7%	7%	5%	12%	30%
Mean	1,844	397	515	433	487	723	710	285	84	33
	3.9	3.8	3.8	3.8	4.0	3.9	3.8	3.9	3.7	3.2

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B2c_2. I spend a lot of time at trade fairs ex-	583	125	152	129	173	263	205	79	21	12
	32%	32%	30%	30%	35%	37%	29%	28%	26%	38%
Strongly agree (=5)										

changing experiences and information. Expectation for the future.	Agree(=4)		227		211		239		289		356		152		38		10	
	847	46%	44%	42%	49%	49%	49%	49%	40%	50%	53%	46%	31%	31%	46%	31%	46%	31%
3 (=3)	311	17%	22%	19%	16%	68	54	117	128	117	44	15	4	44	15	4	4	4
Disagree (=2)	72	4%	3%	5%	4%	19	15	26	28	4%	8	6	4	8	6	4	4	4
Strongly disagree (=1)	23	1%	1%	2%	0%	2	7	7	12	5	2	2	2	2	2	2	2	2
Sum: Agree (=5+4)	1,430	78%	74%	73%	79%	340	412	561	552	79%	231	59	22	231	59	22	22	22
Sum: Disagree (=2+1)	95	5%	5%	7%	5%	21	22	40	6%	4%	10	8	6	10	8	6	6	6
Basis	1,836	70%	67%	72%	71%	429	488	720	74%	68%	285	82	32	285	82	32	32	32
Mean	4.0	4.0	4.0	4.0	4.0	4.0	4.1	4.1	4.1	4.0	4.0	3.9	3.8	4.0	3.9	3.8	3.8	3.8

All respondents / Basis = persons answering

B2d 1. The knowledge gained at trade fairs helps to improve my company's success. Now.	A4. What is the size of your company?		A7. I have decision making influence in my company.							
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
Strongly agree (=5)	371	99	100	77	92	204	112	42	9	3
Agree(=4)	912	25%	20%	18%	19%	28%	16%	15%	11%	9%
3 (=3)	463	187	244	234	243	336	373	158	31	11
Disagree (=2)	25%	47%	48%	54%	49%	46%	53%	55%	37%	33%
Strongly disagree (=1)	78	93	131	99	137	150	191	74	36	10
Sum: Agree (=5+4)	1,283	23%	26%	23%	28%	21%	27%	26%	43%	30%
Sum: Disagree (=2+1)	70%	13	28	22	15	24	31	10	6	6
	100	3%	5%	5%	3%	3%	4%	3%	7%	18%
	22	7	8	3	4	13	3	2	1	3
	1%	2%	2%	1%	1%	2%	0%	1%	1%	9%
	1,283	286	344	311	335	540	485	200	40	14
	70%	72%	67%	71%	68%	74%	68%	70%	48%	42%
	100	20	36	25	19	37	34	12	7	9

Basis	5%	7%	6%	4%	5%	4%	8%	27%
	1,846	511	435	491	727	286	83	33
Mean	3.8	3.8	3.8	3.8	4.0	3.8	3.5	3.2

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
<b>B2d_2. The knowledge gained at trade fairs helps to improve my company's success. Expectation for the future.</b>										
	Total	570	142	154	127	143	202	72	15	4
Strongly agree (=5)	31%	36%	30%	29%	29%	29%	28%	25%	18%	13%
Agree(=4)	913	176	244	233	255	255	382	161	38	19
3 (=3)	50%	45%	48%	54%	52%	52%	54%	56%	46%	59%
Disagree (=2)	282	59	85	58	78	78	106	43	24	5
Strongly disagree (=1)	15%	15%	17%	13%	16%	16%	15%	15%	29%	16%
Sum: Agree (=5+4)	54	10	21	13	10	10	20	7	5	2
Sum: Disagree (=2+1)	3%	3%	4%	3%	2%	2%	3%	2%	6%	6%
Mean	21	7	6	3	5	5	3	3	1	2
	1%	2%	1%	1%	1%	1%	0%	1%	1%	6%
	1,483	318	398	360	398	398	584	233	53	23
	81%	81%	78%	83%	81%	81%	82%	81%	64%	72%
	75	17	27	16	15	15	23	10	6	4
	4%	4%	5%	4%	3%	3%	4%	3%	7%	13%
	1,840	394	510	434	491	491	713	286	83	32
	4.1	4.1	4.0	4.1	4.1	4.1	4.1	4.0	3.7	3.7

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
<b>B3_1. I regularly partici-</b>										
	Total	108	32	28	18	30	31	5	6	2
Strongly agree (=5)										

Basis	A4. What is the size of your company?										A7. I have decision making influence in my company.			
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)				
Agree(=4)	6%	8%	5%	4%	6%	9%	4%	2%	7%	6%				
	385	75	108	82	117	143	179	53	8	1				
3 (=3)	21%	19%	21%	19%	24%	20%	25%	18%	10%	3%				
	601	132	156	145	164	224	235	107	23	10				
Disagree (=2)	32%	33%	30%	33%	33%	31%	33%	37%	27%	30%				
	451	81	125	111	131	157	182	78	21	10				
Strongly disagree (=1)	24%	20%	24%	26%	26%	22%	25%	27%	25%	30%				
	311	78	100	77	54	136	92	45	26	10				
Sum: Agree (=5+4)	17%	20%	19%	18%	11%	19%	13%	16%	31%	30%				
	493	107	136	100	147	207	210	58	14	3				
Sum: Disagree (=2+1)	27%	27%	26%	23%	30%	29%	29%	20%	17%	9%				
	762	159	225	188	185	293	274	123	47	20				
	41%	40%	44%	43%	37%	40%	38%	43%	56%	61%				
Mean	1,856	398	517	433	496	724	719	288	84	33				
	2.7	2.8	2.7	2.7	2.9	2.8	2.8	2.6	2.4	2.2				

All respondents / Basis = persons answering

B3_2. I would prefer having easier access to knowledge sharing activities in the future.	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
Strongly agree (=5)	321	88	72	70	89	146	116	35	18	4
	17%	22%	14%	16%	18%	20%	16%	12%	22%	12%
Agree(=4)	711	133	185	160	225	243	312	131	14	8
	38%	33%	36%	37%	45%	34%	43%	46%	17%	24%
3 (=3)	506	101	156	117	130	188	190	86	26	13
	27%	25%	30%	27%	26%	26%	26%	30%	32%	39%
Disagree (=2)	190	44	60	54	32	81	71	19	15	4
	10%	11%	12%	13%	6%	11%	10%	7%	18%	12%
Strongly disagree (=1)	121	32	40	30	19	62	31	15	9	4
	7%	8%	8%	7%	4%	9%	4%	5%	11%	12%
Sum: Agree (=5+4)	1,032	221	257	230	314	389	428	166	32	12
	56%	56%	50%	53%	63%	54%	59%	58%	39%	36%

	Sum: Disagree (=2+1)	311	76	100	84	51	143	102	34	24	8
		17%	19%	19%	19%	10%	20%	14%	12%	29%	24%
Basis		1,849	398	513	431	495	720	720	286	82	33
Mean		3.5	3.5	3.4	3.4	3.7	3.5	3.6	3.5	3.2	3.1

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B4_1. I agree that a major part of my time at trade fairs is spent on networking activities. Now.	186	57	46	37	45	106	52	19	6	3
Strongly agree (=5)	10%	14%	9%	9%	9%	15%	7%	7%	7%	9%
Agree(=4)	639	135	188	148	163	246	266	95	25	5
3 (=3)	35%	34%	36%	34%	33%	34%	37%	33%	30%	16%
Disagree (=2)	585	115	157	139	170	216	239	103	20	6
Strongly disagree (=1)	32%	29%	30%	32%	35%	30%	34%	36%	24%	19%
Sum: Agree (=5+4)	291	54	76	68	92	94	116	44	25	10
Sum: Disagree (=2+1)	148	14%	15%	16%	19%	13%	16%	15%	30%	31%
Mean	8%	39	49	39	21	65	40	25	8	8
	825	10%	9%	9%	4%	9%	6%	9%	10%	25%
	45%	192	234	185	208	352	318	114	31	8
	439	48%	45%	43%	42%	48%	45%	40%	37%	25%
	24%	93	125	107	113	159	156	69	33	18
	1,849	23%	24%	25%	23%	22%	22%	24%	39%	56%
	3.2	400	516	431	491	727	713	286	84	32
		3.3	3.2	3.2	3.2	3.3	3.2	3.1	3.0	2.5

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)

	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)													
B4_2. I agree that a major part of my time at trade fairs is spent on networking activities. Expectation for the future.	325 18%	101 20%	68 16%	71 15%	155 22%	117 16%	39 14%	10 12%	3									
	746 41%	201 39%	177 41%	214 44%	281 39%	312 44%	114 40%	29 35%	9									
	443 24%	114 22%	110 26%	129 27%	153 21%	180 25%	83 29%	17 20%	7									
	195 11%	59 11%	40 9%	56 12%	71 10%	73 10%	25 9%	20 24%	6									
	124 7%	33 8%	34 8%	16 3%	57 8%	30 4%	23 8%	7 8%	5									
Sum: Agree (=5+4)	1,071 58%	302 59%	245 57%	285 59%	436 61%	429 60%	153 54%	39 47%	12									
Sum: Disagree (=2+1)	319 17%	100 19%	74 17%	72 15%	128 18%	103 14%	48 17%	27 33%	11									
Basis	1,833	391	429	486	717	712	284	83	30									
Mean	3.5	3.5	3.5	3.6	3.6	3.6	3.4	3.2	3.0									

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B5_1. I often contact my acquaintances from trade fairs, even after the show, to discuss business matters. Now.	298	77	95	64	60	161	90	39	7	
	16%	19%	19%	15%	12%	22%	13%	13%	8%	
	787	152	216	193	220	296	343	111	26	9
	42%	38%	42%	45%	44%	41%	48%	38%	31%	27%
3 (=3)	503	103	141	118	137	176	191	95	27	11
	27%	26%	27%	27%	28%	24%	27%	33%	33%	33%
Disagree (=2)	179	43	42	35	59	53	72	33	14	6
	10%	11%	8%	8%	12%	7%	10%	11%	17%	18%
Strongly disagree (=1)	86	23	19	22	22	35	23	11	9	7
	5%	6%	4%	5%	4%	5%	3%	4%	11%	21%
Sum: Agree (=5+4)	1,085	229	311	257	280	457	433	150	33	9



	59%	58%	61%	59%	56%	63%	60%	52%	40%	27%
Sum: Disagree (=2+1)	265	66	61	57	81	88	95	44	23	13
	14%	17%	12%	13%	16%	12%	13%	15%	28%	39%
Basis	1,853	398	513	432	498	721	719	289	83	33
Mean	3.6	3.5	3.6	3.6	3.5	3.7	3.6	3.5	3.1	2.7

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	400	129	84	80	197	135	51	12	4
B5_2. I often contact my acquaintances from trade fairs, even after the show, to discuss business matters. Expectation for the future.	22%	25%	20%	16%	28%	19%	18%	15%	13%
Strongly agree (=5)	871	243	212	251	324	374	135	28	8
Agree(=4)	47%	47%	49%	51%	45%	52%	47%	35%	25%
3 (=3)	375	100	91	104	123	146	70	22	11
Disagree (=2)	20%	20%	21%	21%	17%	20%	24%	27%	34%
Strongly disagree (=1)	125	27	30	38	40	44	22	12	6
	7%	5%	7%	8%	6%	6%	8%	15%	19%
Sum: Agree (=5+4)	68	13	13	21	30	18	9	7	3
Sum: Disagree (=2+1)	4%	3%	3%	4%	4%	3%	3%	9%	9%
	1,271	372	296	331	521	509	186	40	12
Mean	69%	73%	69%	67%	73%	71%	65%	49%	38%
Basis	193	40	43	59	70	62	31	19	9
	10%	8%	10%	12%	10%	9%	11%	23%	28%
	1,839	391	430	494	714	717	287	81	32
	3.8	3.9	3.8	3.7	3.9	3.8	3.7	3.3	3.1

All respondents / Basis = persons answering

	A4. What is the size of your company?	A7. I have decision making influence in my company.
<b>Total</b>		

		1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B6_1. We deal in prod-ucts. Now.	Strongly agree (=5)	422 24%	139 28%	91 22%	77 16%	236 33%	116 17%	47 17%	17 22%	5 15%
	Agree(=4)	612 34%	176 35%	151 36%	146 30%	239 34%	260 38%	82 30%	21 27%	7 21%
	3 (=3)	425 24%	120 24%	100 24%	110 23%	133 19%	185 27%	76 28%	21 27%	10 30%
	Disagree (=2)	169 9%	36 7%	36 9%	65 14%	47 7%	74 11%	30 11%	11 14%	6 18%
	Strongly disagree (=1)	167 9%	27 5%	42 10%	81 17%	54 8%	57 8%	41 15%	9 11%	5 15%
	Sum: Agree (=5+4)	1,034 58%	315 63%	242 58%	223 47%	475 67%	376 54%	129 47%	38 48%	12 36%
	Sum: Disagree (=2+1)	336 19%	63 13%	78 19%	146 30%	101 14%	131 19%	71 26%	20 25%	11 33%
Basis	Mean	1,795 3.5	498 3.7	420 3.5	479 3.2	709 3.8	692 3.4	276 3.2	79 3.3	33 3.0

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B6_2. We deal in prod-ucts. Expectation for the future.	509 29%	132 35%	174 35%	112 27%	89 19%	277 40%	155 23%	52 19%	19 24%	6 19%
	650 37%	147 39%	182 37%	160 39%	159 34%	234 34%	276 40%	103 37%	26 33%	8 26%
	324 18%	65 17%	89 18%	72 17%	95 20%	100 14%	143 21%	57 21%	15 19%	9 29%
	133	22	28	30	53	32	58	27	11	4

	8%	6%	6%	7%	11%	5%	8%	10%	14%	13%
Strongly disagree (=1)	156	14	24	39	78	53	53	38	7	4
Sum: Agree (=5+4)	1,159	279	356	272	248	511	431	155	45	14
Sum: Disagree (=2+1)	289	36	52	69	131	85	111	65	18	8
Mean	1,772	380	497	413	474	696	685	277	78	31
Basis	3.7	4.0	3.9	3.7	3.3	3.9	3.6	3.4	3.5	3.3

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B6.3. We share knowledge. Now.	295	69	77	65	83	149	92	36	12	4
Strongly agree (=5)	16%	18%	15%	15%	17%	21%	13%	13%	15%	13%
Agree(=4)	875	167	242	211	250	318	357	148	37	13
3 (=3)	48%	43%	48%	50%	51%	45%	51%	53%	46%	41%
Disagree (=2)	523	125	135	131	131	200	206	81	25	9
Strongly disagree (=1)	29%	32%	27%	31%	27%	28%	29%	29%	31%	28%
Sum: Agree (=5+4)	89	22	34	16	17	34	37	9	5	4
Sum: Disagree (=2+1)	5%	6%	7%	4%	3%	5%	5%	3%	6%	13%
Mean	29	6	11	3	9	10	11	4	2	2
Basis	2%	2%	2%	1%	2%	1%	2%	1%	2%	6%
	1,170	236	319	276	333	467	449	184	49	17
	65%	61%	64%	65%	68%	66%	64%	66%	60%	53%
	118	28	45	19	26	44	48	13	7	6
	7%	7%	9%	4%	5%	6%	7%	5%	9%	19%
	1,811	389	499	426	490	711	703	278	81	32
Mean	3.7	3.7	3.7	3.7	3.8	3.8	3.7	3.7	3.6	3.4

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B6_4. We share knowledge. Expectation for the future.										
	471	114	128	100	127	214	168	61	19	8
Strongly agree (=5)	26%	30%	26%	24%	26%	31%	24%	22%	24%	27%
Agree(=4)	868	161	241	217	245	315	359	149	33	9
	49%	43%	48%	52%	51%	45%	52%	53%	42%	30%
3 (=3)	357	81	96	86	93	134	135	56	22	9
	20%	22%	19%	21%	19%	19%	19%	20%	28%	30%
Disagree (=2)	65	13	27	13	12	26	22	10	5	2
	4%	3%	5%	3%	2%	4%	3%	4%	6%	7%
Strongly disagree (=1)	24	7	7	3	7	9	9	4		2
	1%	2%	1%	1%	1%	1%	1%	1%		7%
Sum: Agree (=5+4)	1,339	275	369	317	372	529	527	210	52	17
	75%	73%	74%	76%	77%	76%	76%	75%	66%	57%
Sum: Disagree (=2+1)	89	20	34	16	19	35	31	14	5	4
	5%	5%	7%	4%	4%	5%	4%	5%	6%	13%
Basis	1,785	376	499	419	484	698	693	280	79	30
Mean	4.0	4.0	3.9	3.9	4.0	4.0	3.9	3.9	3.8	3.6

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B6_5. We collaborate on projects. Now.										
	181	38	41	42	58	91	56	23	7	3
Strongly agree (=5)	10%	10%	8%	10%	12%	13%	8%	8%	9%	9%
Agree(=4)	606	97	179	139	188	199	274	105	22	5
	34%	25%	36%	33%	39%	28%	39%	38%	28%	16%
3 (=3)	612	127	163	160	160	236	230	104	26	15
	34%	33%	33%	38%	33%	34%	33%	37%	33%	47%

Disagree (=2)	279	78	79	64	57	118	109	32	14	4
	16%	20%	16%	15%	12%	17%	16%	11%	18%	13%
Strongly disagree (=1)	118	41	33	21	23	58	29	16	9	5
	7%	11%	7%	5%	5%	8%	4%	6%	12%	16%
Sum: Agree (=5+4)	787	135	220	181	246	290	330	128	29	8
	44%	35%	44%	42%	51%	41%	47%	46%	37%	25%
Sum: Disagree (=2+1)	397	119	112	85	80	176	138	48	23	9
	22%	31%	23%	20%	16%	25%	20%	17%	29%	28%
Basis	1,796	381	495	426	486	702	698	280	78	32
Mean	3.3	3.0	3.2	3.3	3.4	3.2	3.3	3.3	3.1	2.9

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B6.6. We collaborate on projects. Expectation for the future.	358	78	102	80	95	155	139	41	15	8
	20%	21%	21%	19%	20%	22%	20%	15%	19%	27%
Strongly agree (=5)	724	132	205	167	217	255	310	129	22	6
Agree(=4)	41%	35%	41%	40%	45%	37%	45%	46%	28%	20%
3 (=3)	417	81	109	110	116	164	147	69	25	10
	23%	22%	22%	26%	24%	24%	21%	25%	32%	33%
Disagree (=2)	191	54	58	44	34	75	73	26	14	2
	11%	14%	12%	11%	7%	11%	11%	9%	18%	7%
Strongly disagree (=1)	93	31	23	18	21	46	25	15	3	4
	5%	8%	5%	4%	4%	7%	4%	5%	4%	13%
Sum: Agree (=5+4)	1,082	210	307	247	312	410	449	170	37	14
	61%	56%	62%	59%	65%	59%	65%	61%	47%	47%
Sum: Disagree (=2+1)	284	85	81	62	55	121	98	41	17	6
	16%	23%	16%	15%	11%	17%	14%	15%	22%	20%
Basis	1,783	376	497	419	483	695	694	280	79	30
Mean	3.6	3.5	3.6	3.6	3.7	3.6	3.7	3.6	3.4	3.4

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B7. I prefer direct personal interaction at trade fairs to virtual interaction using new media and online social networks.	984	201	268	233	274	423	368	135	36	18
	53%	50%	52%	54%	55%	59%	51%	47%	43%	55%
	610	126	169	151	161	208	262	103	26	9
	33%	31%	33%	35%	32%	29%	36%	36%	31%	27%
3 (=3)	196	53	51	41	51	60	73	42	17	1
	11%	13%	10%	9%	10%	8%	10%	15%	20%	3%
Disagree (=2)	48	12	16	9	11	16	17	7	4	4
	3%	3%	3%	2%	2%	2%	2%	2%	5%	12%
Strongly disagree (=1)	19	9	10			16	1		1	1
	1%	2%	2%			2%	0%		1%	3%
Sum: Agree (=5+4)	1,594	327	437	384	435	631	630	238	62	27
	86%	82%	85%	88%	88%	87%	87%	83%	74%	82%
Sum: Disagree (=2+1)	67	21	26	9	11	32	18	7	5	5
	4%	5%	5%	2%	2%	4%	2%	2%	6%	15%
1,857	401	514	434	497	444	723	721	287	84	33
Mean	4.3	4.2	4.3	4.4	4.4	4.4	4.4	4.3	4.1	4.2

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B8. I. I think that trade fairs as a gathering hub for industry professionals are a very good place for relationship building.	667	152	179	151	181	329	224	81	19	12
	36%	38%	35%	35%	37%	46%	31%	28%	23%	36%
	860	175	239	207	233	289	373	146	39	9
	47%	44%	47%	48%	47%	40%	52%	51%	48%	27%
3 (=3)	256	51	76	65	64	75	103	49	22	5

Now.	14%	13%	15%	15%	13%	10%	14%	17%	27%	15%
Disagree (=2)	51	17	8	22	13	8	15	8	2	4
Strongly disagree (=1)	3%	4%	2%	3%	3%	3%	2%	3%	2%	12%
	11	2	5	6	4	6		2		3
	1%	1%	1%	1%	1%	1%		1%		9%
Sum: Agree (=5+4)	1,527	327	418	618	414	618	597	227	58	21
Sum: Disagree (=2+1)	83%	82%	83%	86%	84%	86%	83%	79%	71%	64%
	62	19	8	28	17	28	15	10	2	7
	3%	5%	2%	4%	3%	4%	2%	3%	2%	21%
Basis	1,845	397	431	721	495	721	715	286	82	33
Mean	4.1	4.2	4.1	4.3	4.2	4.3	4.1	4.0	3.9	3.7

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	174	214	187	215	373	280	95	29	15
<b>B8 2. I think that trade fairs as a gathering hub for industry professionals are a very good place for relationship building. Expectation for the future.</b>	45%	42%	43%	44%	52%	39%	33%	36%	47%
Strongly agree (=5)	162	233	204	206	260	356	146	38	7
Agree(=4)	42%	46%	47%	42%	36%	50%	51%	48%	22%
3 (=3)	37	47	33	53	53	67	34	9	5
Disagree (=2)	10%	9%	8%	11%	7%	9%	12%	11%	16%
	11	11	5	12	16	12	6	2	4
	3%	2%	1%	2%	2%	2%	2%	3%	13%
Strongly disagree (=1)	5	6	1	5	11		3	2	1
	1%	1%	0%	1%	2%		1%	3%	3%
Sum: Agree (=5+4)	336	447	391	421	633	636	241	67	22
Sum: Disagree (=2+1)	86%	87%	91%	86%	89%	89%	85%	84%	69%
	16	17	6	17	27	12	9	4	5
	4%	3%	1%	3%	4%	2%	3%	5%	16%
Basis	389	511	430	491	713	715	284	80	32
Mean	4.3	4.2	4.3	4.3	4.4	4.3	4.1	4.1	4.0

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
	Total	362	85	78	99	182	118	41	13	6
		20%	17%	18%	20%	25%	17%	14%	16%	19%
B9_1. I think of collaboration as the main contributor to developing innovation. Now.		889	241	199	264	320	352	158	38	18
		48%	48%	46%	54%	45%	50%	55%	46%	56%
3 (=3)		477	93	123	110	168	199	73	29	4
		26%	29%	29%	22%	23%	28%	26%	35%	13%
Disagree (=2)		82	23	22	12	38	32	10		2
		4%	6%	5%	2%	5%	5%	3%		6%
Strongly disagree (=1)		24	4	7	6	10	5	4	3	2
		1%	1%	2%	1%	1%	1%	1%	4%	6%
Sum: Agree (=5+4)		1,251	326	277	363	502	470	199	51	24
		68%	64%	65%	74%	70%	67%	70%	61%	75%
Sum: Disagree (=2+1)		106	32	29	18	48	37	14	3	4
		6%	6%	7%	4%	7%	5%	5%	4%	13%
Basis		1,834	506	429	491	718	706	286	83	32
Mean		3.8	3.7	3.7	3.9	3.9	3.8	3.8	3.7	3.8

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
	Total	600	146	136	162	268	223	78	19	10
		33%	37%	32%	33%	38%	32%	27%	23%	31%
B9_2. I think of collaboration as the main contributor to developing innovation. Expectation		803	151	193	231	282	320	143	40	15
		44%	39%	44%	47%	40%	45%	50%	49%	47%
Strongly agree (=5)										
Agree(=4)										



for the future.	3 (=3)	343	73	103	81	84	123	140	52	21	3
		19%	19%	20%	19%	17%	17%	20%	18%	26%	9%
Disagree (=2)		61	17	24	13	7	30	17	10		4
		3%	4%	5%	3%	1%	4%	2%	4%		13%
Strongly disagree (=1)		18	3	5	4	6	10	5	2	1	
		1%	1%	1%	1%	1%	1%	1%	1%	1%	
Sum: Agree (=5+4)		1,403	297	374	329	393	550	543	221	59	25
		77%	76%	74%	77%	80%	77%	77%	78%	73%	78%
Sum: Disagree (=2+1)		79	20	29	17	13	40	22	12	1	4
		4%	5%	6%	4%	3%	6%	3%	4%	1%	13%
Basis		1,825	390	506	427	490	713	705	285	81	32
Mean		4.0	4.1	4.0	4.0	4.1	4.1	4.0	4.0	3.9	4.0

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B11_1. I think that trade fairs are important for building up and managing brands. Now.	403	108	110	89	92	212	114	53	13	9
Strongly agree (=5)	22%	27%	22%	21%	19%	29%	16%	19%	16%	28%
Agree(=4)	807	152	230	198	222	282	342	133	34	13
	44%	38%	45%	46%	46%	39%	48%	47%	41%	41%
3 (=3)	495	107	136	117	132	170	216	76	27	4
	27%	27%	27%	27%	27%	24%	30%	27%	33%	13%
Disagree (=2)	102	22	25	22	33	40	32	19	7	3
	6%	6%	5%	5%	7%	6%	5%	7%	9%	9%
Strongly disagree (=1)	28	8	9	4	7	15	7	2	1	3
	2%	2%	2%	1%	1%	2%	1%	1%	1%	9%
Sum: Agree (=5+4)	1,210	260	340	287	314	494	456	186	47	22
	66%	65%	67%	67%	65%	69%	64%	66%	57%	69%
Sum: Disagree (=2+1)	130	30	34	26	40	55	39	21	8	6
	7%	8%	7%	6%	8%	8%	5%	7%	10%	19%
Basis	1,835	397	510	430	486	719	711	283	82	32

Mean	3.8	3.8	3.8	3.8	3.8	3.7	3.9	3.7	3.8	3.6	3.7
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All respondents / Basis = persons answering

	Total	A4. What is the size of your company?				A7. I have decision making influence in my company.					
		1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
B11_2. I think that trade fairs are important for building up and managing brands. Expectation for the future.	507	117	149	123	115	234	168	73	19	11	
	28%	30%	29%	29%	24%	33%	24%	26%	24%	34%	
	768	151	216	180	217	268	330	126	30	11	
	42%	39%	42%	45%	38%	47%	45%	38%	38%	34%	
3 (=3)	410	89	112	94	112	146	173	62	21	6	
	22%	23%	22%	23%	20%	24%	22%	22%	26%	19%	
Disagree (=2)	107	23	26	26	32	45	32	18	8	3	
	6%	6%	5%	7%	6%	6%	5%	6%	10%	9%	
Strongly disagree (=1)	32	10	9	5	8	21	5	3	2	1	
	2%	3%	1%	2%	3%	3%	1%	1%	3%	3%	
Sum: Agree (=5+4)	1,275	268	365	303	332	502	498	199	49	22	
	70%	69%	71%	69%	70%	70%	71%	71%	61%	69%	
Sum: Disagree (=2+1)	139	33	35	31	40	66	37	21	10	4	
	8%	8%	7%	8%	9%	9%	5%	7%	13%	13%	
Basis	1,824	390	512	428	484	714	708	282	80	32	
Mean	3.9	3.9	3.9	3.9	3.8	3.9	3.9	3.9	3.7	3.9	

All respondents / Basis = persons answering

	Total	A4. What is the size of your company?				A7. I have decision making influence in my company.					
		1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
B12_1. I think that trade fairs allow my company to enter into new markets.	369	87	114	73	92	179	112	54	15	6	
	20%	22%	17%	19%	25%	16%	19%	19%	18%	18%	
	744	154	211	186	188	282	296	125	30	9	

Now.	40%	39%	41%	43%	38%	39%	42%	44%	36%	27%
3 (=3)	541	110	145	132	152	188	233	80	26	11
Disagree (=2)	29%	28%	28%	31%	31%	26%	33%	28%	31%	33%
Strongly disagree (=1)	157	37	33	38	48	54	64	23	12	4
	9%	9%	6%	9%	10%	8%	9%	8%	14%	12%
	30	8	9	3	10	17	6	3	1	3
	2%	2%	2%	1%	2%	2%	1%	1%	1%	9%
Sum: Agree (=5+4)	1,113	241	325	259	280	461	408	179	45	15
Sum: Disagree (=2+1)	60%	61%	63%	60%	57%	64%	57%	63%	54%	45%
	187	45	42	41	58	71	70	26	13	7
	10%	11%	8%	9%	12%	10%	10%	9%	15%	21%
Basis	1,841	396	512	432	490	720	711	285	84	33
Mean	3.7	3.7	3.8	3.7	3.6	3.8	3.6	3.7	3.5	3.3

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B12 2. I think that trade fairs allow my company to enter into new markets. Expectation for the future.									
	Total								
Strongly agree (=5)	511	112	112	123	228	172	78	22	8
	28%	29%	26%	25%	32%	24%	28%	27%	25%
Agree(=4)	759	156	189	191	282	318	117	29	10
	41%	40%	44%	39%	39%	45%	41%	36%	31%
3 (=3)	390	87	94	116	135	160	70	16	7
	21%	22%	21%	24%	19%	23%	25%	20%	22%
Disagree (=2)	136	30	27	47	53	51	13	12	7
	7%	8%	7%	10%	7%	7%	5%	15%	22%
Strongly disagree (=1)	34	7	5	10	18	9	5	2	
	2%	2%	1%	2%	3%	1%	2%	2%	
Sum: Agree (=5+4)	1,270	268	301	314	510	490	195	51	18
	69%	68%	74%	64%	71%	69%	69%	63%	56%
Sum: Disagree (=2+1)	170	37	39	57	71	60	18	14	7
	9%	9%	8%	12%	10%	8%	6%	17%	22%

Basis	1,830	392	511	429	487	716	710	283	81	32
Mean	3.9	3.9	4.0	3.9	3.8	3.9	3.8	3.9	3.7	3.6

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B13_1. I think that this trade fair environment can generate innovation for the market as a whole. Now.	282	71	79	54	75	149	88	31	7	6
Strongly agree (=5)	15%	18%	15%	13%	15%	21%	12%	11%	9%	18%
Agree(=4)	705	142	196	164	200	265	276	116	33	11
3 (=3)	38%	35%	38%	38%	40%	37%	39%	41%	40%	33%
Disagree (=2)	645	133	169	169	169	213	276	112	35	7
Strongly disagree (=1)	35%	33%	33%	39%	34%	29%	39%	39%	43%	21%
Sum: Agree (=5+4)	186	46	55	41	44	76	68	27	6	8
Sum: Disagree (=2+1)	10%	11%	11%	9%	9%	10%	9%	9%	7%	24%
Mean	33	10	13	4	6	22	8		1	1
	2%	2%	3%	1%	1%	3%	1%		1%	3%
	987	213	275	218	275	414	364	147	40	17
	53%	53%	54%	50%	56%	57%	51%	51%	49%	52%
	219	56	68	45	50	98	76	27	7	9
	12%	14%	13%	10%	10%	14%	11%	9%	9%	27%
Basis	1,851	402	512	432	494	725	716	286	82	33
Mean	3.5	3.5	3.5	3.5	3.6	3.6	3.5	3.5	3.5	3.4

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
B13_2. I think that this trade fair environment can	404	98	113	86	104	191	143	47	12	9
Strongly agree (=5)	22%	25%	22%	20%	21%	27%	20%	17%	15%	29%

generate innovation for the market as a whole. Expectation for the future.	763 42%	142 37%	214 42%	180 43%	223 46%	271 38%	310 44%	132 46%	39 49%	9 29%
3 (=3)	466 26%	101 26%	129 25%	115 27%	117 24%	160 22%	192 27%	83 29%	21 26%	7 23%
Disagree (=2)	153 8%	33 9%	43 8%	39 9%	38 8%	64 9%	54 8%	22 8%	7 9%	6 19%
Strongly disagree (=1)	39 2%	14 4%	15 3%	3 1%	7 1%	26 4%	11 2%		1 1%	
Sum: Agree (=5+4)	1,167 64%	240 62%	327 64%	266 63%	327 67%	462 65%	453 64%	179 63%	51 64%	18 58%
Sum: Disagree (=2+1)	192 11%	47 12%	58 11%	42 10%	45 9%	90 13%	65 9%	22 8%	8 10%	6 19%
Basis	1,825 3.7	388 3.7	514 3.7	423 3.7	489 3.8	712 3.8	710 3.7	284 3.7	80 3.7	31 3.7
Mean	3.7	3.7	3.7	3.7	3.8	3.8	3.7	3.7	3.7	3.7

All respondents / Basis = persons answering

	A4. What is the size of your company?			A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Disagree (=2)	Strongly disagree (=1)	
C1. I actively manage my network of business contacts.	248 13%	71 18%	79 15%	37 9%	58 12%	143 20%	3 4%	4 12%
Strongly agree (=5)	702 38%	149 37%	207 40%	169 39%	175 35%	289 40%	23 28%	10 30%
Agree (=4)	578 31%	106 26%	160 31%	139 32%	170 34%	187 26%	28 35%	5 15%
3 (=3)	218 12%	52 13%	53 10%	55 13%	56 11%	79 11%	17 21%	6 18%
Disagree (=2)	112 6%	25 6%	20 4%	32 7%	34 7%	31 4%	10 12%	8 24%
Strongly disagree (=1)	950 51%	220 55%	286 55%	206 48%	233 47%	432 59%	26 32%	14 42%
Sum: Agree (=5+4)	330	77	73	87	90	110	27	14
Sum: Disagree (=2+1)								

Basis	18%	19%	14%	20%	18%	15%	16%	20%	33%	42%
	1,858	403	519	432	493	729	722	284	81	33
Mean	3.4	3.5	3.5	3.3	3.3	3.6	3.4	3.3	2.9	2.9

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	184	206	179	198	362	274	99	26	10
C2_1. I prefer to communicate face to face.	47%	40%	42%	41%	51%	39%	35%	32%	31%
Strongly agree (=5)	142	215	197	229	250	349	134	38	13
Agree(=4)	37%	42%	46%	47%	35%	49%	48%	47%	41%
3 (=3)	46	78	44	44	83	71	38	13	6
Disagree (=2)	12%	15%	10%	9%	12%	10%	14%	16%	19%
Strongly disagree (=1)	16	13	4	14	20	16	7	3	1
Sum: Agree (=5+4)	4%	3%	1%	3%	3%	2%	3%	4%	3%
Sum: Disagree (=2+1)	1	2	2	3	1	1	2	1	2
Mean	0%	0%	0%	1%	0%	0%	1%	1%	6%
<b>Total</b>	326	421	376	427	612	623	233	64	23
	84%	82%	88%	88%	86%	88%	83%	79%	72%
	17	13	6	17	20	17	9	4	3
	4%	3%	1%	3%	3%	2%	3%	5%	9%
	389	512	426	488	715	711	280	81	32
<b>Total</b>	4.3	4.2	4.3	4.2	4.3	4.2	4.1	4.0	3.9

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	82	131	81	88	185	126	54	11	4
C2_2. I prefer to communicate face to face.									
Strongly agree (=5)									

Basis	A4. What is the size of your company?										A7. I have decision making influence in my company.			
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)				
communicate by phone.	21%	21%	26%	19%	18%	26%	18%	19%	14%	13%				
Agree(=4)	955	196	237	233	282	358	382	150	48	14				
3 (=3)	53%	51%	47%	55%	58%	51%	54%	54%	60%	47%				
Disagree (=2)	375	74	109	89	99	125	171	56	14	7				
Strongly disagree (=1)	21%	19%	21%	21%	20%	18%	24%	20%	18%	23%				
Sum: Agree (=5+4)	85	25	24	16	20	29	27	18	6	4				
Sum: Disagree (=2+1)	5%	6%	5%	4%	4%	4%	4%	6%	8%	13%				
Mean	17	10	6	1		9	4	2	1	1				
	1%	3%	1%	0%		1%	1%	1%	1%	3%				
	1,338	278	368	314	370	543	508	204	59	18				
	74%	72%	73%	75%	76%	77%	72%	73%	74%	60%				
	102	35	30	17	20	38	31	20	7	5				
	6%	9%	6%	4%	4%	5%	4%	7%	9%	17%				
	1,815	387	507	420	489	706	710	280	80	30				
	3.9	3.8	3.9	3.9	3.9	4.0	3.8	3.8	3.8	3.5				

All respondents / Basis = persons answering

C2.3. I prefer to communicate via email.	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
Strongly agree (=5)	589	149	192	124	122	274	198	82	26	7
Agree(=4)	32%	38%	38%	29%	25%	38%	28%	29%	32%	21%
3 (=3)	866	179	218	215	250	305	370	135	38	15
Disagree (=2)	47%	45%	43%	50%	51%	43%	51%	48%	47%	45%
Strongly disagree (=1)	343	58	90	85	106	121	136	61	14	8
Sum: Agree (=5+4)	19%	15%	18%	20%	22%	17%	19%	22%	17%	24%
Mean	30	7	9	4	9	9	12	4	1	3
	2%	2%	2%	1%	2%	1%	2%	1%	1%	9%
	11	4	2	1	4	4	4	1	2	2
	1%	1%	0%	0%	1%	1%	1%	0%	2%	2%
	1,455	328	410	339	372	579	568	217	64	22
	79%	83%	80%	79%	76%	81%	79%	77%	79%	67%

	41	11	11	5	13	13	16	5	3	3
Sum: Disagree (=2+1)	41	11	11	5	13	13	16	5	3	3
	2%	3%	2%	1%	3%	2%	2%	2%	4%	9%
Basis	1,839	397	511	429	491	713	720	283	81	33
Mean	4.1	4.2	4.2	4.1	4.0	4.2	4.0	4.0	4.0	3.8

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
<b>Total</b>	21	20	11	4	33	15	5	2	1	
	6%	4%	3%	1%	5%	2%	2%	3%	3%	
C2. 4. I prefer to communicate through online social networks.	37	53	23	29	57	59	16	6	3	
	10%	11%	6%	6%	9%	9%	6%	8%	10%	
3 (=3)	63	81	62	73	112	116	40	7	3	
	18%	17%	15%	15%	17%	17%	15%	9%	10%	
Disagree (=2)	86	137	105	111	168	172	81	16	4	
	24%	28%	26%	23%	25%	25%	30%	21%	14%	
Strongly disagree (=1)	149	190	203	257	291	324	126	44	18	
	42%	40%	50%	54%	44%	47%	47%	59%	62%	
Sum: Agree (=5+4)	58	73	34	33	90	74	21	8	4	
	16%	15%	8%	7%	14%	11%	8%	11%	14%	
Sum: Disagree (=2+1)	235	327	308	368	459	496	207	60	22	
	66%	68%	76%	78%	69%	72%	77%	80%	76%	
Basis	356	481	404	474	661	686	268	75	29	
Mean	2.1	2.1	1.8	1.8	2.1	1.9	1.9	1.7	1.8	

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
<b>Total</b>	21	20	11	4	33	15	5	2	1	
	6%	4%	3%	1%	5%	2%	2%	3%	3%	



C2_5. I prefer to communicate through direct mail	Strongly agree (=5)	48	13	20	8	7	25	13	7	2	1
Agree(=4)		133	35	52	24	22	56	53	20	2	1
3 (=3)		273	69	90	52	59	115	103	40	13	2
Disagree (=2)		509	106	141	127	130	180	208	88	21	7
Strongly disagree (=1)		774	141	183	193	254	294	313	113	36	17
Sum: Agree (=5+4)		45%	39%	38%	48%	54%	44%	45%	42%	49%	61%
Sum: Disagree (=2+1)		181	48	72	32	29	81	66	27	4	2
		10%	13%	15%	8%	6%	12%	10%	10%	5%	7%
Basis		1,283	247	324	320	384	474	521	201	57	24
		74%	68%	67%	79%	81%	71%	76%	75%	77%	86%
Mean		1,737	364	486	404	472	670	690	268	74	28
		1.9	2.1	2.1	1.8	1.7	2.0	1.9	2.0	1.8	1.6

All respondents / Basis = persons answering

C3_1. I communicate mostly with customers.	Total	A4. What is the size of your company?				A7. I have decision making influence in my company.				
		1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
Strongly agree (=5)	655	195	226	120	113	355	204	61	28	6
Agree(=4)	36%	49%	44%	29%	24%	50%	29%	22%	35%	19%
3 (=3)	514	139	152	119	100	215	199	69	21	8
Disagree (=2)	29%	35%	30%	29%	21%	30%	29%	25%	26%	25%
Strongly disagree (=1)	264	36	66	75	85	68	114	67	7	6
	15%	9%	13%	18%	18%	10%	16%	24%	9%	19%
Sum: Agree (=5+4)	200	19	47	53	79	44	87	48	13	7
	11%	5%	9%	13%	17%	6%	13%	17%	16%	22%
	168	5	18	50	94	32	88	30	12	5
	9%	1%	4%	12%	20%	4%	13%	11%	15%	16%
Sum: Agree (=5+4)	1,169	334	378	239	213	570	403	130	49	14

	65%	85%	74%	57%	45%	80%	58%	47%	60%	44%
	368	24	65	103	173	76	175	78	25	12
	20%	6%	13%	25%	37%	11%	25%	28%	31%	38%
Basis	1,801	394	509	417	471	714	692	275	81	32
Mean	3.7	4.3	4.0	3.5	3.1	4.1	3.5	3.3	3.5	3.1
Sum: Disagree (=2+1)										

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
<b>Total</b>	71	116	122	143	199	164	63	19	7	
C3_2. I communicate mostly with collaborators.	19%	24%	29%	30%	29%	23%	23%	24%	23%	
Strongly agree (=5)	180	232	186	228	302	361	131	31	7	
Agree(=4)	48%	47%	44%	47%	44%	52%	48%	40%	23%	
3 (=3)	93	102	74	79	143	119	55	19	9	
Disagree (=2)	25%	21%	18%	16%	21%	17%	20%	24%	29%	
Strongly disagree (=1)	25	26	27	24	35	36	19	5	6	
Sum: Agree (=5+4)	7%	5%	6%	5%	5%	5%	7%	6%	19%	
Sum: Disagree (=2+1)	6	16	11	7	8	20	6	4	2	
Mean	2%	3%	3%	1%	1%	3%	2%	5%	6%	
<b>Total</b>	251	348	308	371	501	525	194	50	14	
	67%	71%	73%	77%	73%	75%	71%	64%	45%	
	31	42	38	31	43	56	25	9	8	
	8%	9%	9%	6%	6%	8%	9%	12%	26%	
	375	492	420	481	687	700	274	78	31	
	3.8	3.8	3.9	4.0	3.9	3.9	3.8	3.7	3.4	

All respondents / Basis = persons answering

<b>Total</b>	A4. What is the size of your company?	A7. I have decision making influence in my company.
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		1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C3_3. I communicate mostly with competitors.	Strongly agree (=5)	25	9	2	6	17	6	2		
	Agree(=4)	1%	2%	0%	1%	3%	1%	1%		
	3 (=3)	120	46	20	23	44	53	17	3	3
		7%	10%	5%	5%	7%	8%	6%	4%	10%
	Disagree (=2)	385	101	83	97	178	141	49	11	5
		22%	21%	21%	21%	27%	21%	18%	14%	17%
	Strongly disagree (=1)	611	183	151	142	238	257	88	21	4
		36%	38%	37%	30%	36%	38%	33%	27%	14%
	Sum: Agree (=5+4)	579	143	147	199	190	220	109	42	17
		34%	30%	36%	43%	28%	32%	41%	55%	59%
	Sum: Disagree (=2+1)	145	55	22	29	61	59	19	3	3
		8%	11%	5%	6%	9%	9%	7%	4%	10%
	Mean	1,190	326	298	341	428	477	197	63	21
		69%	68%	74%	73%	64%	70%	74%	82%	72%
Basis		1,720	482	403	467	667	677	265	77	29
		2.1	2.2	2.0	1.9	2.2	2.1	1.9	1.7	1.8

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C4. How many business contacts do you typically communicate with at a trade fair?									
	Total								
	229	48	58	57	73	90	37	17	10
1 - 5	12%	9%	13%	12%	10%	13%	13%	21%	31%
6 - 10	592	135	126	207	189	233	121	36	11
	32%	29%	29%	42%	26%	33%	43%	44%	34%
11 - 20	496	93	125	133	184	217	69	19	4
	27%	23%	29%	27%	25%	30%	24%	23%	13%
> 20	531	126	122	92	281	176	57	9	7

Basis	29%	31%	37%	28%	19%	39%	25%	20%	11%	22%
	1,848	403	515	431	489	727	716	284	81	32
Mean	14.1	14.1	15.7	14.2	12.5	15.8	13.7	12.5	10.5	11.0

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	80	83	62	76	169	91	29	10	4
C5_1. Social networking (either online or offline) helped me in my professional environment.	20%	16%	15%	16%	23%	13%	10%	13%	13%
Strongly agree (=5)	108	167	143	170	210	260	90	20	6
Agree(=4)	27%	33%	34%	35%	29%	37%	32%	25%	19%
3 (=3)	90	125	106	124	162	170	89	19	7
Disagree (=2)	23%	24%	25%	25%	23%	24%	31%	24%	22%
Strongly disagree (=1)	63	83	64	72	94	112	52	16	9
Sum: Agree (=5+4)	16%	16%	15%	15%	13%	16%	18%	20%	28%
Sum: Disagree (=2+1)	56	53	49	45	85	73	23	15	6
Mean	14%	10%	12%	9%	12%	10%	8%	19%	19%
<b>Total</b>	188	250	205	246	379	351	119	30	10
<b>Basis</b>	47%	49%	48%	51%	53%	50%	42%	38%	31%
	119	136	113	117	179	185	75	31	15
	30%	27%	27%	24%	25%	26%	27%	39%	47%
	397	511	424	487	720	706	283	80	32
<b>Mean</b>	3.2	3.3	3.2	3.3	3.4	3.3	3.2	2.9	2.8

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	86	93	70	73	185	102	31	8	1
C5_2. Trade fairs helped									
Strongly agree (=5)									

me to expand my professional business network.	18%	22%	18%	16%	15%	25%	14%	11%	10%	3%
	881	170	256	212	239	317	369	141	35	15
	48%	43%	50%	49%	49%	44%	52%	50%	43%	48%
	429	92	122	99	115	147	180	75	19	6
	23%	23%	24%	23%	24%	20%	25%	27%	23%	19%
	138	37	28	30	43	50	45	24	12	6
	7%	9%	5%	7%	9%	7%	6%	9%	15%	19%
	66	15	15	18	18	27	17	11	7	3
	4%	4%	3%	4%	4%	4%	2%	4%	9%	10%
	1,208	256	349	282	312	502	471	172	43	16
66%	64%	68%	66%	64%	69%	66%	61%	53%	52%	
Sum: Agree (=5+4)										
Sum: Disagree (=2+1)	204	52	43	48	61	77	62	35	19	9
	11%	13%	8%	11%	13%	11%	9%	12%	23%	29%
1,841	400	514	429	488	488	726	713	282	81	31
Mean	3.7	3.7	3.7	3.7	3.6	3.8	3.7	3.6	3.3	3.2

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C5.3. The contacts I meet at trade fairs are a highly valuable and influential part of my professional network.	289	78	77	65	67	162	84	31	9	3
	16%	20%	15%	15%	14%	22%	12%	11%	11%	9%
	852	177	237	197	235	319	359	129	27	14
	46%	44%	46%	46%	48%	44%	51%	46%	33%	44%
3 (=3)	502	98	157	118	127	176	198	95	24	7
	27%	25%	31%	28%	26%	24%	28%	34%	30%	22%
Disagree (=2)	143	31	31	36	45	42	56	21	18	5
	8%	8%	6%	8%	9%	6%	8%	7%	22%	16%
Strongly disagree (=1)	52	16	10	11	15	27	11	7	3	3
	3%	4%	2%	3%	3%	4%	2%	2%	4%	9%
Sum: Agree (=5+4)	1,141	255	314	262	302	481	443	160	36	17
	62%	64%	61%	61%	62%	66%	63%	57%	44%	53%

	195	47	41	47	60	69	67	28	21	8
Sum: Disagree (=2+1)	11%	12%	8%	11%	12%	10%	9%	10%	26%	25%
Basis	1,838	400	512	427	489	726	708	283	81	32
Mean	3.6	3.7	3.7	3.6	3.6	3.8	3.6	3.6	3.3	3.3

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	
<b>Total</b>	93	89	76	62	182	92	33	12	3	
18%	23%	17%	18%	13%	25%	13%	12%	15%	9%	
878	183	262	179	249	339	371	130	24	11	
48%	46%	51%	42%	51%	47%	52%	46%	30%	34%	
483	88	132	130	131	150	199	92	30	10	
26%	22%	26%	31%	27%	21%	28%	33%	38%	31%	
117	26	24	34	33	36	40	24	12	5	
6%	6%	5%	8%	7%	5%	6%	9%	15%	16%	
35	11	6	5	13	19	7	3	2	3	
2%	3%	1%	1%	3%	3%	1%	1%	3%	9%	
1,201	276	351	255	311	521	463	163	36	14	
65%	69%	68%	60%	64%	72%	65%	58%	45%	44%	
152	37	30	39	46	55	47	27	14	8	
8%	9%	6%	9%	9%	8%	7%	10%	18%	25%	
1,836	401	513	424	488	726	709	282	80	32	
3.7	3.8	3.8	3.7	3.6	3.9	3.7	3.6	3.4	3.2	

All respondents / Basis = persons answering

	A4. What is the size of your company?			A7. I have decision making influence in my company.		
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	Strongly agree (=5)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	93	89	76	182	92	33
18%	23%	17%	18%	25%	13%	12%
878	183	262	179	339	371	130
48%	46%	51%	42%	47%	52%	46%
483	88	132	130	150	199	92
26%	22%	26%	31%	21%	28%	33%
117	26	24	34	36	40	24
6%	6%	5%	8%	5%	6%	9%
35	11	6	5	19	7	3
2%	3%	1%	1%	3%	1%	1%
1,201	276	351	255	521	463	163
65%	69%	68%	60%	72%	65%	58%
152	37	30	39	55	47	27
8%	9%	6%	9%	8%	7%	10%
1,836	401	513	424	726	709	282
3.7	3.8	3.8	3.7	3.9	3.7	3.6

	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)	Sum: Agree (=5+4)	Sum: Disagree (=2+1)	Mean
C6_1. Communicating face to face with customers and suppliers has a distinct impact on my company or me.	565 31%	132 34%	179 35%	135 32%	117 24%	285 40%	191 27%	60 21%
	269 15%	63 16%	73 14%	60 14%	72 15%	90 13%	113 16%	42 15%
	48 3%	10 3%	8 2%	13 3%	17 4%	16 2%	15 2%	15 5%
	16 1%	7 2%	1 0%	2 0%	6 1%	8 1%	3 0%	1 0%
	1,490 82%	314 80%	429 84%	350 82%	389 80%	603 84%	577 81%	223 79%
	64 4%	17 4%	9 2%	15 4%	23 5%	24 3%	18 3%	16 6%
	1,823 7%	394 8%	511 2%	425 6%	484 13%	717 7%	708 7%	281 8%
	4.1 1,049	4.1 238	4.2 343	4.1 246	4.0 218	4.2 441	4.1 391	3.9 146

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C6_2. Being brought together with potential new customers has a distinct impact on my company or me.	334 19%	80 21%	109 21%	85 21%	58 12%	162 23%	114 17%	38 14%	12 15%	8 27%
	715 40%	158 41%	234 46%	161 39%	160 34%	279 40%	277 40%	108 39%	36 46%	11 37%
	414 23%	74 19%	109 21%	100 24%	130 27%	144 20%	160 23%	87 31%	16 20%	6 20%
	199 11%	41 11%	44 9%	43 10%	68 14%	70 10%	90 13%	26 9%	8 10%	4 13%
	127 7%	30 8%	11 2%	24 6%	61 13%	50 7%	47 7%	21 8%	7 9%	1 3%
	1,049 7%	238 8%	343 2%	246 6%	218 13%	441 7%	391 7%	146 8%	48 9%	19 3%

	59%	62%	68%	60%	46%	63%	57%	52%	61%	63%
Sum: Disagree (=2+1)	326	71	55	67	129	120	137	47	15	5
	18%	19%	11%	16%	27%	17%	20%	17%	19%	17%
Basis	1,789	383	507	413	477	705	688	280	79	30
Mean	3.5	3.6	3.8	3.6	3.2	3.6	3.5	3.4	3.5	3.7

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
<b>Total</b>	71	79	76	70	135	116	30	10	8
C6.3. Being brought together with collaboration partners has a distinct impact on my company or me.	18%	16%	18%	14%	19%	17%	11%	13%	28%
Strongly agree (=5)	165	259	204	261	329	372	143	35	11
Agree(=4)	43%	51%	49%	54%	46%	53%	51%	44%	38%
3 (=3)	98	124	103	116	159	167	81	25	7
Disagree (=2)	25%	25%	25%	24%	22%	24%	29%	32%	24%
	41	38	29	27	71	36	19	7	2
Strongly disagree (=1)	11%	8%	7%	6%	10%	5%	7%	9%	7%
	12	6	5	10	17	7	6	2	1
Sum: Agree (=5+4)	3%	1%	1%	2%	2%	1%	2%	3%	3%
Sum: Disagree (=2+1)	236	338	280	331	464	488	173	45	19
	61%	67%	67%	68%	65%	70%	62%	57%	66%
Basis	53	44	34	37	88	43	25	9	3
Mean	14%	9%	8%	8%	12%	6%	9%	11%	10%
	387	506	417	484	711	698	279	79	29
<b>Total</b>	3.6	3.7	3.8	3.7	3.7	3.8	3.6	3.6	3.8

All respondents / Basis = persons answering

	A4. What is the size of your company?	A7. I have decision making influence in my company.
<b>Total</b>		



	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C7_1. I highly value the relationships created through a trade fair environment.	87 22%	90 18%	63 15%	69 14%	189 26%	81 11%	28 10%	9 11%	4 13%
3 (=3)	46% 96	53% 123	52% 122	55% 109	45% 159	58% 180	57% 76	46% 28	45% 8
Disagree (=2)	24% 23	24% 22	29% 17	22% 37	22% 37	26% 33	27% 17	34% 7	26% 4
Strongly disagree (=1)	6% 7	4% 2	4% 2	8% 4	5% 10	5% 2	6% 1	9% 0%	13% 3%
Sum: Agree (=5+4)	267 68%	362 71%	281 67%	340 69%	511 71%	490 70%	188 67%	47 57%	18 58%
Sum: Disagree (=2+1)	30 8%	24 5%	19 5%	41 8%	47 7%	35 5%	18 6%	7 9%	5 16%
Basis	393 3.8	509 3.8	422 3.8	490 3.7	717 3.9	705 3.8	282 3.7	82 3.6	31 3.5
Mean	3.8	3.8	3.8	3.7	3.9	3.8	3.7	3.6	3.5

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C7_2. I understand and chart my professional social network.	70 18%	74 15%	51 12%	64 13%	152 21%	75 11%	25 9%	5 6%	2 6%
3 (=3)	43% 105	46% 139	47% 131	53% 121	43% 178	52% 190	49% 94	44% 24	39% 10
Disagree (=2)	27% 31	27% 42	32% 28	25% 27	25% 48	27% 45	33% 17	30% 13	32% 4
Total	260 14%	859 48%	498 28%	128 12%	128 14%	128 14%	128 14%	128 14%	128 14%

	7%	8%	8%	8%	7%	6%	7%	6%	6%	6%	6%	16%	13%
Strongly disagree (=1)	63	17	18	11	16	25	7	25	3	3	3	3	3
Sum: Agree (=5+4)	1,119	237	309	244	322	462	163	437	40	14	14	40	10%
Sum: Disagree (=2+1)	191	48	60	39	43	73	24	70	16	7	7	16	45%
Mean	3.6	3.6	3.6	3.6	3.6	3.7	3.6	3.6	3.7	3.6	3.6	3.3	3.2

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C7_3. I analyse my professional social network to maximize potential gains from my contacts.	144	45	41	22	35	85	39	13	4	3
	8%	12%	8%	5%	7%	12%	6%	5%	5%	10%
Sum: Agree (=5+4)	555	125	147	124	156	233	219	79	14	7
3 (=3)	31%	32%	29%	30%	32%	33%	31%	28%	18%	23%
Disagree (=2)	681	132	203	167	177	250	272	122	30	6
	38%	34%	40%	40%	36%	35%	39%	44%	38%	20%
Sum: Strongly disagree (=1)	304	59	82	67	93	98	123	51	23	9
	17%	15%	16%	16%	19%	14%	18%	18%	29%	30%
Sum: Agree (=5+4)	120	26	32	35	26	43	47	14	9	5
	7%	7%	6%	8%	5%	6%	7%	5%	11%	17%
Sum: Disagree (=2+1)	699	170	188	146	191	318	258	92	18	10
	39%	44%	37%	35%	39%	45%	37%	33%	23%	33%
Mean	424	85	114	102	119	141	170	65	32	14
	24%	22%	23%	25%	24%	20%	24%	23%	40%	47%
Basis	1,804	387	505	415	487	709	700	279	80	30
	3.2	3.3	3.2	3.1	3.2	3.3	3.1	3.1	2.8	2.8

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C7_4. I expect to see my usual business partners at the trade fairs I frequent.	355 20%	85 21%	97 19%	77 18%	92 19%	187 26%	103 15%	44 16%	14 18%	6 19%
	893 49%	166 42%	257 51%	224 54%	241 50%	321 45%	375 53%	146 52%	35 44%	15 48%
3 (=3)	420 23%	98 25%	114 22%	91 22%	116 24%	146 20%	171 24%	71 25%	25 31%	4 13%
Disagree (=2)	107 6%	32 8%	28 6%	21 5%	26 5%	43 6%	42 6%	15 5%	3 4%	4 13%
Strongly disagree (=1)	44 2%	18 5%	12 2%	4 1%	10 2%	22 3%	11 2%	5 2%	3 4%	2 6%
Sum: Agree (=5+4)	1,248 69%	251 63%	354 70%	301 72%	333 69%	508 71%	478 68%	190 68%	49 61%	21 68%
Sum: Disagree (=2+1)	151 8%	50 13%	40 8%	25 6%	36 7%	65 9%	53 8%	20 7%	6 8%	6 19%
Basis	1,819	399	508	417	485	719	702	281	80	31
Mean	3.8	3.7	3.8	3.8	3.8	3.8	3.7	3.7	3.7	3.6

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C7_5. I expect the trade fair organization to bring me together with experts from my line of business at the trade fairs I frequent.	327 18%	83 21%	89 17%	71 17%	84 17%	160 22%	120 17%	35 13%	7 9%	5 17%
	688 38%	126 32%	196 39%	168 40%	191 39%	244 34%	281 40%	118 42%	33 41%	10 33%
3 (=3)	489 27%	107 28%	136 27%	113 27%	131 27%	178 25%	195 28%	82 29%	23 29%	9 30%

Disagree (=2)	210	43	64	50	52	83	75	34	13	4
	12%	11%	13%	12%	11%	12%	11%	12%	16%	13%
Strongly disagree (=1)	95	29	24	16	26	50	27	11	4	2
	5%	7%	5%	4%	5%	7%	4%	4%	5%	7%
Sum: Agree (=5+4)	1,015	209	285	239	275	404	401	153	40	15
	56%	54%	56%	57%	57%	57%	57%	55%	50%	50%
Sum: Disagree (=2+1)	305	72	88	66	78	133	102	45	17	6
	17%	19%	17%	16%	16%	19%	15%	16%	21%	20%
Basis	1,809	388	509	418	484	715	698	280	80	30
Mean	3.5	3.5	3.5	3.5	3.5	3.5	3.6	3.5	3.3	3.4

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
C7.6. I expect to develop new and valuable business contacts at the trade fairs I frequent.	492	120	149	97	125	259	163	46	18	6
	27%	31%	29%	23%	26%	36%	23%	16%	23%	19%
	895	170	251	220	246	299	383	159	36	15
	49%	43%	49%	52%	51%	42%	55%	57%	45%	48%
3 (=3)	309	79	75	71	83	110	117	58	18	3
	17%	20%	15%	17%	17%	15%	17%	21%	23%	10%
Disagree (=2)	86	14	20	27	25	32	31	13	4	6
	5%	4%	4%	6%	5%	4%	4%	5%	5%	19%
Strongly disagree (=1)	33	9	13	5	6	17	8	3	4	1
	2%	2%	3%	1%	1%	2%	1%	1%	5%	3%
Sum: Agree (=5+4)	1,387	290	400	317	371	558	546	205	54	21
	76%	74%	79%	75%	76%	78%	78%	73%	68%	68%
Sum: Disagree (=2+1)	119	23	33	32	31	49	39	16	8	7
	7%	6%	6%	8%	6%	7%	6%	6%	10%	23%
Basis	1,815	392	508	420	485	717	702	279	80	31
Mean	4.0	4.0	4.0	3.9	3.9	4.0	3.9	3.8	3.8	3.6

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
DI_1. The people I meet at trade fairs and the products that are presented there serve as a source of inspiration and new ideas to me.	530 29%	135 34%	144 28%	116 27%	133 27%	264 37%	180 25%	57 20%	19 23%	9 27%
	884 48%	178 45%	250 49%	206 49%	241 50%	310 43%	373 53%	148 52%	38 46%	13 39%
3 (=3)	319 17%	63 16%	95 19%	84 20%	77 16%	103 14%	125 18%	66 23%	15 18%	6 18%
Disagree (=2)	78 4%	18 5%	20 4%	16 4%	24 5%	30 4%	26 4%	10 4%	9 11%	3 9%
Strongly disagree (=1)	17 1%	3 1%	2 0%	2 0%	10 2%	8 1%	4 1%	2 1%	1 1%	2 6%
Sum: Agree (=5+4)	1,414 77%	313 79%	394 77%	322 76%	374 77%	574 80%	553 78%	205 72%	57 70%	22 67%
Sum: Disagree (=2+1)	95 5%	21 5%	22 4%	18 4%	34 7%	38 5%	30 4%	12 4%	10 12%	5 15%
Basis	1,828	397	511	424	485	715	708	283	82	33
Mean	4.0	4.1	4.0	4.0	4.0	4.1	4.0	3.9	3.8	3.7

All respondents / Basis = persons answering

	A4. What is the size of your company?					A7. I have decision making influence in my company.				
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
DI_2. Collaboration with one or more of my trade fair acquaintances - be it a developer, a consultant or someone who has turned	223 12%	63 16%	67 13%	43 10%	49 10%	139 19%	62 9%	12 4%	6 7%	4 12%
	680 37%	153 39%	205 40%	141 33%	174 36%	288 40%	260 37%	99 35%	22 27%	10 30%
3 (=3)	545	110	145	137	151	179	241	92	24	6

into a personal friend - has lead to the development of a new product or business concept.	30%	28%	28%	32%	31%	25%	34%	33%	30%	18%
	232	41	61	63	67	66	88	51	18	6
Disagree (=2)	13%	10%	12%	15%	14%	9%	13%	18%	22%	18%
Strongly disagree (=1)	8%	7%	3%	38	48	47	53	28	11	7
Sum: Agree (=5+4)	903	216	272	184	223	427	322	111	28	14
Sum: Disagree (=2+1)	378	68	94	101	115	113	141	79	29	13
Basis	1,826	394	511	422	489	719	704	282	81	33
Mean	3.3	3.5	3.4	3.2	3.2	3.6	3.3	3.1	2.9	2.9

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
D2_1. I think trade fairs are important because they allow me to gather information on Customers.	488	101	177	119	89	232	162	62	22	8
Strongly agree (=5)	27%	26%	35%	29%	19%	33%	23%	22%	28%	25%
Agree(=4)	672	131	209	173	158	230	282	115	32	11
3 (=3)	38%	34%	41%	42%	33%	33%	41%	42%	40%	34%
Disagree (=2)	323	84	70	63	104	126	124	56	11	4
Strongly disagree (=1)	18%	22%	14%	15%	22%	18%	18%	20%	14%	13%
Sum: Agree (=5+4)	1,160	41	40	36	66	63	79	29	8	5
Sum: Disagree (=2+1)	307	11%	8%	9%	14%	9%	11%	10%	10%	16%
Mean	3.7	3.6	4.0	3.8	3.3	3.8	3.6	3.6	3.7	3.4

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
D2_2. I think trade fairs are important because they allow me to gather information on Collaborators.	464 26%	95 24%	139 28%	101 24%	127 26%	215 30%	164 23%	61 22%	16 20%	8 24%
	884 49%	168 43%	238 47%	222 52%	250 52%	301 43%	379 54%	143 51%	42 52%	15 45%
3 (=3)	339 19%	90 23%	93 18%	72 17%	83 17%	131 19%	123 17%	66 23%	14 17%	3 9%
Disagree (=2)	99 5%	32 8%	25 5%	24 6%	18 4%	46 7%	33 5%	8 3%	6 7%	5 15%
Strongly disagree (=1)	28 2%	7 2%	10 2%	5 1%	6 1%	13 2%	7 1%	3 1%	3 4%	2 6%
Sum: Agree (=5+4)	1,348 74%	263 67%	377 75%	323 76%	377 78%	516 73%	543 77%	204 73%	58 72%	23 70%
Sum: Disagree (=2+1)	127 7%	39 10%	35 7%	29 7%	24 5%	59 8%	40 6%	11 4%	9 11%	7 21%
Basis	1,814 3.9	392 3.8	505 3.9	424 3.9	484 4.0	706 3.9	706 3.9	281 3.9	81 3.8	33 3.7
Mean										

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.					
	Total	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
D2_3. I think trade fairs are important because they allow me to gather information on Competi-	506 28%	110 28%	156 31%	122 29%	116 24%	234 33%	171 24%	63 23%	27 34%	10 31%
	748 41%	152 39%	216 43%	191 45%	185 39%	250 35%	324 46%	128 46%	29 36%	14 44%
Strongly agree (=5)										
Agree(=4)										

tors.	3 (=3)	82	86	79	106	137	133	67	15	1
	20%	21%	17%	19%	22%	19%	19%	24%	19%	3%
Disagree (=2)	118	29	33	13	43	55	47	10	3	3
	7%	7%	6%	3%	9%	8%	7%	4%	4%	9%
Strongly disagree (=1)	82	19	17	17	28	33	27	11	6	4
	5%	5%	3%	4%	6%	5%	4%	4%	8%	13%
Sum: Agree (=5+4)	1,254	262	372	313	301	484	495	191	56	24
	69%	67%	73%	74%	63%	68%	71%	68%	70%	75%
Sum: Disagree (=2+1)	200	48	50	30	71	88	74	21	9	7
	11%	12%	10%	7%	15%	12%	11%	8%	11%	22%
Basis	1,808	392	508	422	478	709	702	279	80	32
Mean	3.8	3.8	3.9	3.9	3.7	3.8	3.8	3.8	3.9	3.7

All respondents / Basis = persons answering

	A4. What is the size of your company?				A7. I have decision making influence in my company.				
	1 - 10 employees	11 - 100 employees	101 - 1000 employees	> 1000 employees	Strongly agree (=5)	Agree(=4)	3 (=3)	Disagree (=2)	Strongly disagree (=1)
D3. My company has developed ideas me or others have collected at a trade fair into a successful product or business concept.	198	63	37	49	110	63	14	9	1
	11%	12%	9%	10%	15%	9%	5%	11%	3%
Strongly agree (=5)	590	176	155	143	239	239	82	20	9
Agree(=4)	32%	34%	37%	30%	33%	34%	29%	25%	28%
3 (=3)	561	157	132	167	182	226	115	26	10
	31%	31%	31%	35%	25%	32%	41%	32%	31%
Disagree (=2)	284	66	56	78	108	111	42	17	4
	16%	13%	13%	16%	15%	16%	15%	21%	13%
Strongly disagree (=1)	189	49	41	47	81	64	26	9	8
	10%	10%	10%	10%	11%	9%	9%	11%	25%
Sum: Agree (=5+4)	788	239	192	192	349	302	96	29	10
	43%	47%	46%	40%	48%	43%	34%	36%	31%
Sum: Disagree (=2+1)	473	115	97	125	189	175	68	26	12
	26%	23%	23%	26%	26%	25%	24%	32%	38%
Basis	1,822	511	421	484	720	703	279	81	32



Mean																			

All respondents / Basis = persons answering



### 3. EXPECTED RESULTS MATRIX

